



U.S. DEPARTMENT OF STATE

# STATE

FEBRUARY 2011

MAGAZINE

## *Barbados*

*The Caribbean's International Hub*



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February 2011  
Issue Number 553

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## On the Cover

The U.S. Embassy in Bridgetown, Barbados, manages relations with seven Eastern Caribbean nations.  
*Artwork by Fotolia*



## Building Foreign Language Skills

It will be no surprise to the readers of this column that the Department needs robust foreign language capabilities to perform fully its role in addressing complex national security challenges.

Twenty-first century diplomacy requires engagement with diverse foreign audiences, including provincial government officials, isolated dissidents, reclusive religious groups and confrontational journalists. We use our foreign language ability to persuade others to join our efforts to defend human rights, address climate change and achieve other foreign policy goals.

The use of English is much more widespread today than when I entered the Foreign Service, but even when our official foreign interlocutors speak English, our use of their native language shows that we understand and respect their points of view. This approach is the foundation of trust and cooperation, of successful diplomatic conversations and negotiations, just as it is the basis for successful human interactions.

Of course, we could conduct our diplomacy solely in English, using translations, interpreters and English texts. But we've seen that diplomats from other countries who make do without speaking the local language remain on the fringe of diplomatic discussions, catching up on developments second-hand, and are limited in presenting their nation's priorities. Foreign language ability makes our representatives more efficient and successful. Their analyses are more insightful, assistance programs better designed, visa issuances better informed, efforts to combat international crime more fruitful and communication more persuasive.

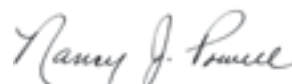
To ensure the Department has the language capability it needs to succeed in these efforts, we undertook a strategic plan for languages for the State Department, as recommended by the General Accounting Office, Office of Inspector General and others. The strategy, now completed, addresses how the Department determines its language needs, assigns language-proficient staff overseas, builds and maintains language capabilities, focuses language incentives and identifies the resources necessary to meet language requirements. It also identifies gaps in our language-related efforts, recommends ways to address them, establishes metrics and links efforts to maximize use of the Department's language capabilities.

Not surprisingly, the strategic review showed that the Department's language-designation process is at the heart of determining our language needs. Language-designated positions form the foundation for our other language policies and determine the languages for which we need to recruit, train and provide incentives.

We need to determine language-related trends and shift our policies to keep pace with global needs. For example, in the past decade, we've had an increased need for speakers of Arabic, Chinese, Pashto, Urdu and Persian. While it takes time to find, assign and train people to cover these new needs, a language training and assignment model, now in development, will help us analyze our language needs and choose the best option(s) for addressing them.

The strategic review also found that we need to increase the pool of staff with language proficiency and encourage repeated use of languages in which an employee has been trained. We are reviewing both our recruitment-languages program to identify more precisely deficit language skills and the language incentive payment program to focus incentives on the most needed languages. We will continue to apply stringently the language requirements for Foreign Service tenuring and for crossing the senior threshold. We plan to address the misperception that long-term language training hurts one's promotion prospects. By adjusting our language policies, we hope to increase the rate at which we fill LDPs and decrease the need for language waivers.

Foreign languages and the deep understanding of foreign societies that languages give us are State Department strengths. I encourage all of you to put your foreign language skills to use as you work to pursue our foreign policy goals. ■

  
Nancy J. Powell  
Director General





Culinary expert Scott Givot, second from right, offers cooking tips to Language for Leaders students. From left are Fulbright Teaching Assistant Courtney Dern, Lukasz Filip Rybakiewicz, Javad Kazemi, Givot and Sobia Zahid.

## Students Share the Language of Good Food

The week after Thanksgiving, 15 Norwegian high school students who participate in the U.S. Embassy in Oslo's Language for Leaders Program prepared a Thanksgiving meal in the ambassador's kitchen, guided by culinary professional Scott Givot and Ambassadorial Chef Pablo Bogado.

Besides turkey, sweet potatoes, stuffing, cornbread, green beans and cranberry sauce, the menu included multicultural dishes such as pumpkin hummus, kisir, pistachio spread and charquican. For dessert, the students served deep-dish apple pie with vanilla ice cream.

After nearly four hours of instruction and preparations in English, the students joined Ambassador Barry White and his

wife Eleanor to dine. Everyone talked about the things for which he or she was thankful. The students represented cultural traditions ranging from Somalia to Afghanistan to Sri Lanka and contributed many interesting perspectives.

Language for Leaders is an eight-week English-language program that teaches English in an American studies context to Norwegian high school students from minority and immigrant backgrounds. In its second year and serving three schools, the program uses field trips and practical exercises to explore grammar, American culture, new words and phrases, and vocational training, aiming to prepare less-advantaged students for leadership roles

in their communities. The teachers this year are former Fulbright Roving Scholar Abbey Schneider and current Fulbright English Teaching Assistant Robert Kaufman.

Conducted solely in English, the events help the embassy promote health, cultural diversity, education and U.S. traditions in a fun environment. This is the fourth event in which the embassy and Givot have partnered.

"The American spirit—freedom of expression, generosity and the embrace of cultural diversity—has been brought to the table by the universal language of good food," Givot said.



## HR/REE Revamps Careers Web Site

The Office of Recruitment, Examination and Evaluation in January launched a completely revamped careers.state.gov Web site that emphasizes simplicity, interactivity, audience engagement and authentic employee experiences.

“There are two key audiences that visit careers.state.gov—those who know about and understand our careers and those who don’t,” said HR/REE Marketing Specialist Rachel Friedland.



“As a result, we needed to simplify the site and make it easier for visitors to find information when they need it,” said Carmen G. Cantor, HR/REE’s deputy director.

The site has a Learn section that offers background on the Department and its careers, a Work section with details on careers and the selection and hiring processes, and an Engage section that lets visitors ask Department recruiters and other employees career-related questions. Key information is organized into visually appealing, easy-to-understand info-graphics.

The site is completely integrated with employee experiences, and its Blog Roll section has links to dozens of employee blogs where career-seekers can get an unadulterated view of life at the Department.

“The Department promotes a collaborative work environment where communication and information-sharing are encouraged,” said Jeff Levine, REE’s director, “so we wanted to extend this philosophy to our careers Web site in the interest of efficiency and giving potential employees a preview of the organization they’ll be joining.”

To engage employees in the recruitment effort, the site’s new Forum section allows the public to ask employees questions and engage in discussions with them. By making these interactions public, users will benefit from one another’s queries while mitigating some of REE’s workload from repeat questions.

The site now more prominently features REE’s many social media initiatives, including a Twitter feed and Facebook presence, and lets users “share” pages on popular social networking sites through its Share This function.

## Program Enhances Legislatures via Exchanges

Nearly 100 staff members of national, provincial and local legislatures from 17 countries came to Washington, D.C., last fall under a program sponsored by the Professional Exchanges Division of the Office of Citizen Exchanges in the Bureau of Educational and Cultural Affairs.

The Legislative Fellows Program brings international participants to the United States for a month or more of professional development. Much of that time is spent in individualized fellowships working alongside American counterparts. Participants also take classes and enjoy cultural events.

In the program’s next phase, the American hosts travel to the represented countries for two to three weeks of consultations and cross-cultural learning.

At the LFP Congress, Secretary of State Hillary Rodham Clinton welcomed attendees, ECA Assistant Secretary Ann Stock spoke and answered questions, and Pamela Althoff, an Illinois state senator, delivered the keynote speech.

The program’s sessions focused on advocacy and action, civic leadership, grassroots and youth engagement, women’s participation in

civil society, and transparency, accountability and fighting corruption. Sessions matched foreign participants with American specialists.

Six grantee organizations, including the League of Women Voters, managed the fellowships and shared with the Professional Exchanges staff much of the work regarding the congress.

The fellowships cultivate increased understanding of the U.S. legislative process and greater appreciation of the interplay of government and civil society. Each international delegate was placed with an office of similar responsibility to that in his or her home country. For example, four staff members from the South African National Assembly were assigned to such Congressional offices as the Subcommittee on Africa and Global Health of the House Foreign Affairs Committee, and four staffers from the KwaZulu Natal Provincial Assembly worked in the North Carolina General Assembly.

Each international delegation reported on its activities leading

up to the congress. Comments reflected national differences. A Colombian lawyer said she was astonished to discover that the Colombian constitution, only 20 years old, already has more amendments than the U.S. Constitution.

Expressing interest in the recent U.S. elections, attendees asked how campaigns are conducted and how voters respond.

OCE’s next congress is scheduled for May 4-5 and involves 14 grant programs.



A program participant, the legal advisor to the City Council of Odessa, Ukraine, asks about his U.S. internship.





## Secretary Wishes Retirees Well on New Adventures

Secretary of State Hillary Rodham Clinton in December urged hundreds of new Department retirees to “explore, dream and discover.” She also asked them to consider returning to the Department after retirement, an objective she said is in the Quadrennial Diplomacy and Development Review, released that month.

Before shaking the hand of each retiree, the Secretary noted that the group as a whole had logged a cumulative 14,000 years of service to the Department. She said 35 of them had served for more than 40 years, and one for 63 years.

The Secretary also noted several special contributions made by members of the group, including John Melvin Jones, who fought a fire all through the night at his post, Burkina Faso. Another, former secretary/stenographer Shirley J. Beard, had in 1964 offered a respite to then-Secretary Dean Rusk when he dropped by her office.

Secretary of State Hillary Rodham Clinton greets retiree Stephanie Ortoleva.

## Overseas Volunteers Carry on American Tradition

Winners of the 2010 Associates of the American Foreign Service Worldwide Secretary of State Award for Outstanding Volunteerism Abroad worked with orphans, refugees, gay and lesbian communities and even rescue dogs—all to improve the communities overseas in which they live.

In a December ceremony in the Benjamin Franklin Room, they received their awards from Deputy Secretary of State James Steinberg, who praised them for touching people’s lives.

As AAFSW President Faye Barnes said, “Volunteerism is an American tradition.” She noted that the extraordinary volunteer work performed by the Foreign Service community overseas impressed Susan Baker, wife of then-Secretary of State James Baker. The couple established the awards in 1990, and since then 104 winners have been selected from more than 400 nominations, Barnes said.

AAFSW recently launched an online publication providing the history and background of the awards.

The winners for the 20th anniversary year were:

**Shirley A. Winter**, Yaoundé. Winter used her experience as a swim instructor to establish a water safety program. She brought her love of the water to orphans and taught swimming and water safety to more than 100 Cameroonians and embassy families and staff.

**Shameera M. Wiest**, Kuala Lumpur. Wiest used her knowledge of Afghanistan to help Afghan Hazara refugees assimilate into Malaysian culture. She worked to establish a community center for the refugees with plans for a literacy center, employment training and recreation.

**Mindy R. Michels** and **Melissa E. Schraibman**, Tirana. Foreign Service employee Michels and her partner Schraibman helped create a vibrant support community for lesbian, gay, bisexual and transgender people in Albania who suffer from violence and discrimination.

**Beth A. Brownson**, Mumbai. Brownson reached out to nongovernmental organizations, learned about their needs and created volunteer opportunities for the consulate community. She focused



AAFSW's award winners gather in the Ben Franklin Room at Main State.

her efforts on children’s centers and taught the girls at one center how to garden.

**Jose M. Torres**, San José. Torres helped start the first canine search and rescue teams in Central America. He assisted a fledgling Costa Rica search and rescue program by setting up a training schedule for dogs and handlers and helping rewrite a Red Cross dog training manual.

AAFSW’s chair for the awards, Cathy Salvaterra, said volunteers usually get buy-in from local communities and leave behind an infrastructure so their programs can continue.

Also honored at the ceremony were Mari O’Connor, who won the Eleanor Dodson Tragen Award recognizing a family member who has effectively advocated for global rights and benefits, and Anne Kauzlarich, who won the Lesley Dorman Award recognizing an AAFSW member who has performed outstanding service in all aspects of the organization.

## Post's Trail Re-creates WWII's Burma Road

During World War II, the Allies constructed the original Burma Road to link British-controlled India and China. The 717-mile track through northern Burma had endless curves and was hacked through raw, mountainous jungle.



### Burma

Recently, the U.S. Embassy in Rangoon built a more intimate trail on its new embassy compound that commemorates the Burma Road. The garden trail's wind chimes and fragrance of jasmine and the soft breezes from adjacent Inya Lake make it a nice getaway during lunch or after work.

The trail begins at the embassy's front door, passes the vegetable garden and enters an area of terraces and flowering plants chosen for

their beauty and fragrance. It then skirts the Teak House, a grand British-colonial cottage from 1910 that is all that remains from the Washington Park housing compound that became the new embassy compound. The Teak House is now a venue for embassy meetings. Next, the trail passes through floral archways and a maze of flower gardens that attract butterflies and birds. There are benches and picnic tables at scenic spots along the trail.

The embassy sees the trail as complimenting the Department's Greening Diplomacy Initiative. Maintenance workers do not use fertilizer on the trail, and the vegetable garden grows only organic produce, which the cafeteria serves for lunch and sells for home consumption.

## @america Outreach Center Opens in Jakarta

Over the course of an afternoon, one Indonesian student learned how to use an iPad, flew over San Francisco and participated in a dialogue with an American high school student on environmental protection. This all came about after the U.S. Embassy in Jakarta in December opened @america, a high-technology American cultural center designed to engage Indonesian youth.

@america is located where young Indonesians already are: on the 3rd floor

of a popular mall in central Jakarta. It has already become a center for Indonesians to learn about the best of the United States and engage in dialogue about their experience. Through public-private partnerships with American corporations, nongovernmental organizations, museums and universities, @america lets visitors explore and experience events, activities and exhibits offering a unique American experience.

Programming is designed around a

bi-monthly theme, and content is always changing. Visitors to the @america Web site can share their ideas and opinions for future programs.

In recognition of the U.S.-Indonesian partnership to protect Indonesia's oceans—the world's most diverse waters—the center's inaugural theme focuses on marine biodiversity. One of its four opening exhibits is Google's Liquid Galaxy, where visitors step into a ring of seven flat-screen TV monitors all showing 3D images of Google Earth and Google Oceans. Visitors can also use touch-screen technology to solve a digital puzzle involving more than 40 new Indonesian marine species discovered by Indonesian and American scientists earlier this year and learn more about the discoveries. The National Geographic exhibit features quizzes about the environment from Bob Ballard's "JASON Project."

@america members can check out iPads to use inside the center, which has high-speed WiFi service.

Under Secretary for Public Diplomacy and Public Affairs Judith A. McHale said, "Although the United States and Indonesia are separated by the vast Pacific Ocean, @america will use modern technology to bring our young people together to learn and cooperate on issues of importance to our nations and the world."



### Indonesia



Bryan Rhee, at right, a U.S. Pacific Command officer assigned to the U.S. Embassy in Jakarta, welcomes @america guests to the Google Liquid Galaxy exhibit.





Volunteers wrap presents for soldiers in December at the ST office in Rosslyn, Va.

## DS Sends Holiday Gifts to Soldiers

For the fifth consecutive year, volunteers from the Bureau of Diplomatic Security's Office of Security Technology and the office's Facility Security Engineering Division spent time during the recent holiday season collecting, wrapping and mailing presents to U.S. troops serving in high-threat regions, such as Iraq and Afghanistan.

Every December, ST selects a U.S. military unit abroad and asks its commander what the troops might like to receive. The list that comes back typically includes needs such as thermal socks and wants such as microwave

popcorn. Dozens of ST employees then gather items on the list and such other goodies as books, DVDs, beef jerky and trail mix, and package and send the gifts to the soldiers.

In 2010, the ST staff worked from Thanksgiving to collect donations and purchase gifts, holiday wrapping paper and shipping materials. ST personnel in Kingstowne, Va., gathered at a December lunch to wrap 125 gifts, and three days later the packages were shipped to a U.S. military base in Afghanistan. The gifts were to be delivered to a Marine Corps unit a few days before Christmas.

## Diplomacy Center Seeks Artifacts

The U.S. Diplomacy Center, a planned museum of diplomatic history at Main State, is scheduled to be dedicated in 2012. Friends of the USDC, a group of current and former Foreign and Civil Service employees, is seeking items for the museum that illustrate what diplomats do and where they work, how diplomacy works and why diplomacy is important.

The center particularly needs artifacts that involve stories, so that the people, places, stories and events attached to them will bring them to life for museum visitors. Artifacts may be of any size, shape or material but should be worthy of preservation, such as being associated with an important person, place, project or event in U.S. diplomatic history or the history of a post or bureau. Artifacts may include:

- Consular services equipment, such as an old visa-printing machine, or old or canceled passports or visas;
- Items related to elections or election monitoring;
- Objects associated with a major diplomatic event or a cultural or educational program;
- Flags, meeting badges, brochures, posters and flyers from events;
- Items associated with diplomatic protocol or ceremonies such as hats worn for presenting credentials;
- Items associated with diplomatic security or with exchange programs, such as hats, T-shirts or binders;
- Clothing or accessories associated with a significant person or event;
- Artifacts linked to family life at post, such as school books in foreign languages, instructions for families and go bags;
- Photographs of embassy activities or special events (all photographs must have labels); and
- Items related to foreign or humanitarian assistance, such as U.S. Agency for International Development field gear, containers, health supplies, tools and equipment.

To offer an item for donation, contact Katie Speckart or Priscilla Linn. If possible include a digital photograph of the artifact and as much information about it as possible, as well as your name, post and contact information. Once acquisition is approved, USDC will arrange shipment of the artifact to Washington, D.C.

Those interested in joining Friends of the USDC may contact NaardenGL2@state.gov.

# STATE

MAGAZINE

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## Background

*State Magazine* (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, DC. Periodicals postage paid at Washington, D.C., and at additional mailing locations.

## Environmental Notes

*State Magazine* is printed in the USA using soy-based inks. Our recycled paper contains 10% post-consumer waste and is a product of SFI-certified forests.



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## Subscriptions

*State Magazine* is available by paid subscription through the U.S. Government Printing Office by telephone at (202) 512-1800 or on their Web site.

## Letters to the Editor

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number.

All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity. Only signed letters will be considered.

## Submissions

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by writing to our main office; by e-mail at [statemagazine@state.gov](mailto:statemagazine@state.gov); or by downloading them from our Web site. *State Magazine* does not purchase freelance material.

## Deadlines

The submission deadline for the April issue is February 15. The deadline for the May issue is March 15.

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## Love at the State Department

Over the years, many Foreign Service and Civil Service officers have found their life's partners at work. It certainly is not surprising that talented people, sometimes serving in isolated locations, might find romantic companionship and sometimes lifelong partners among their peers.

The Director General estimates that there are more than 1,000 opposite- and same-sex couples currently serving together. One beneficial effect is that these unions have from time to time led to Foreign Service officer offspring. We have some sixth-generation officers in our ranks today. When relationships go smoothly

and are handled with maturity and, dare we say, diplomacy, there are many happy endings.

Unfortunately, love is not always smooth, and occasionally when the ending is less than happy, today's love affair gone bad can instantly become tomorrow's sexual harassment case. That is where the Office of Civil Rights may become involved. Here are some examples of conduct that could easily contribute to career-altering nasty scenarios:

- Inappropriate e-mails sent on State computers;
- Stalking at post or off campus;
- "Anonymous" poison-pen (new version Twitter and Facebook entries) smear campaigns against spurned lovers or replacement lovers; and

- Public scenes and disruptive adolescent posturing.

What can you do? Everyone still needs love, and we do need those multigenerational Foreign Service officers. We advise that you first consider dating someone at the IRS. They can help if you are audited or if you need to find a tax shelter. If not the IRS, then try SSA, HUD or Labor. We do not recommend Justice, Homeland Security or DEA. They may inform on your relatives' best-kept but unlawful secrets.

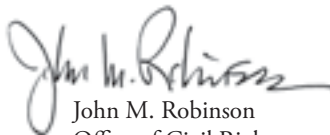
All humor aside, even if things go well in an office romance, there can still be other problems in the workplace. Couples need to be sensitive to real or perceived conflicts of interest in their working relationships. For example, there can be a perception that an officer/employee has benefited unfairly from a relationship in the form of a special benefit, promotion, detail, access to prized training or the like. In such cases, the Department may be vulnerable to a charge of countenancing a prohibited personnel practice.

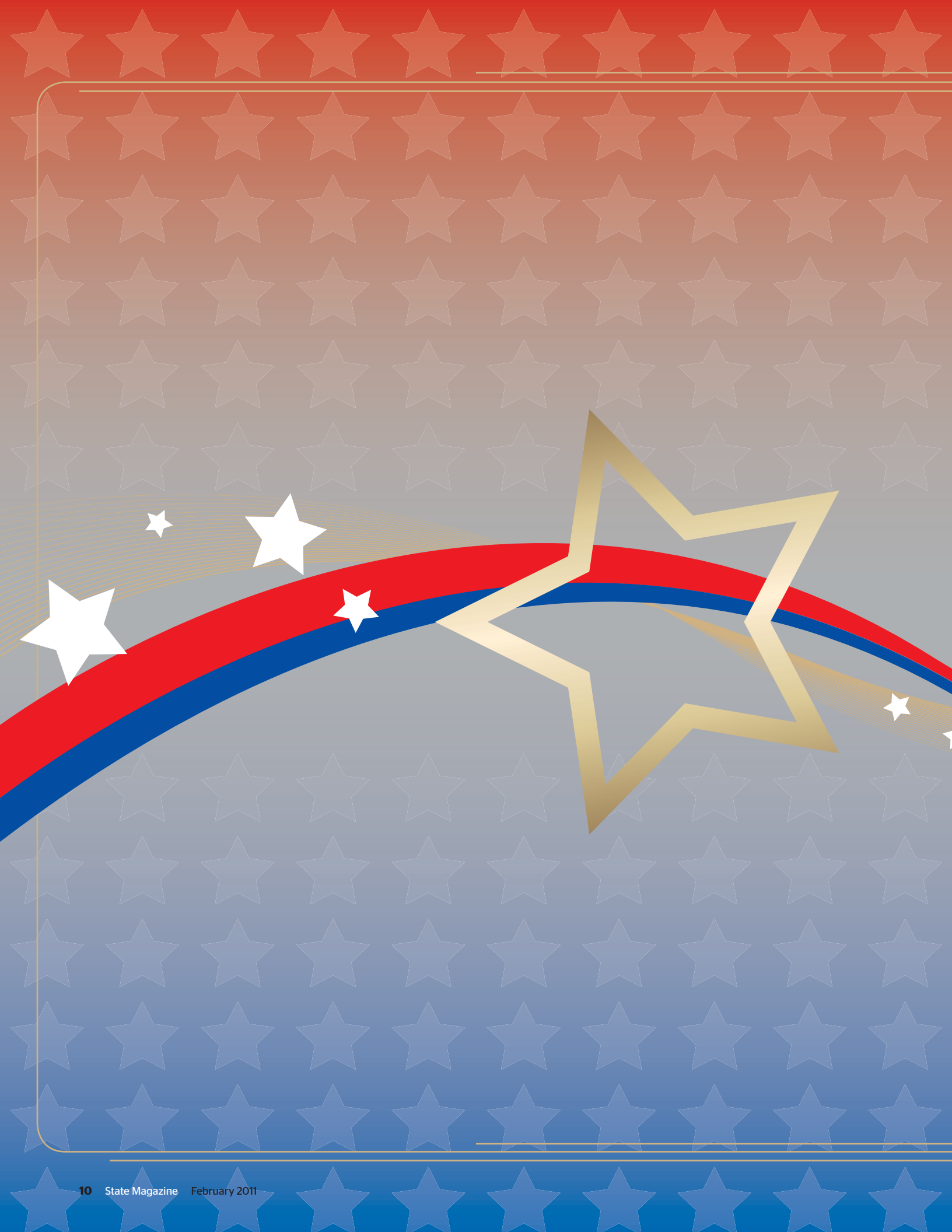
If you are in a supervisory/subordinate love relationship with one of your State Department colleagues, consult the Policy on Consensual Relationships (3 FAM 1527) and follow procedures accordingly. This section of the FAM applies to "dating or sexual relationships willingly undertaken by the parties...regardless of the genders of those involved." Parties so engaged must report the relationship to the principal deputy assistant secretary or PDAS-equivalent

in the bureau in which the employee's office is located, or deputy chief of mission if located at an overseas post, who will then work with the employees to take appropriate action to avoid potential conflicts of interest or situations that might otherwise create an appearance of impropriety or have a negative impact on the efficiency of the Department's operations. If this describes your current relationship and you have not already taken action in accordance with the FAM, you must either end the romantic relationship or bring the matter to the attention of the appropriate management official. And oh please, avoid the fallacious thinking that you can keep your relationship a secret. You can't.

Now if a messy breakup is in the offing, it is important to remember that you will need to continue to be professional at work. The change in the relationship may be confusing. Yesterday's loving gestures can become tomorrow's offensive behaviors because they are simply no longer welcome. Sexual harassment is defined as "unsolicited and unwelcome comments, gestures or contacts of a sexual nature that affect an individual's employment, unreasonably interferes with an individual's performance or creates an intimidating, hostile, or offensive work environment." To be safe, read the policy at 3 FAM 1525.

Our best advice is this: Let the maturity and civility that made you a good candidate to become a State employee continue to guide your actions and judgment. Whether you are Foreign Service, Civil Service or a contractor, just remember that your former amour is still your colleague. Continue to treat them with dignity, courtesy, patience and respect. And oh yes, remember that there is still the IRS to consider. ■

  
John M. Robinson  
Office of Civil Rights







# Super Stars

Department Honors Award Winners for  
'Groundbreaking Work' /// *By Bill Palmer*



**Above:** Deputy Secretary James Steinberg speaks at the awards day ceremony and then (above right) unveils one of the new memorial plaques. **Right:** The Armed Forces Color Guard presents the colors.



Wave after wave of warm applause rolled through Main State's Benjamin Franklin Room in November as the Department honored its own at its annual awards day. With more employees serving in war zones and hardship posts, the respect for what they have managed to achieve, despite the obstacles, was palpable in the words of their leaders and the reaction of their peers.

As Deputy Secretary James Steinberg said in his remarks, the awardees "are doing groundbreaking work, often under very difficult circumstances."

Director General Nancy J. Powell thanked the private donors who have made many of the most prestigious awards possible. She also thanked the Cox Foundation for funding two new memorial plaques that will be placed near the C Street entrance of the Harry S Truman Building. Steinberg then unveiled the plaques. One honors Locally Employed Staff members who died in the line of duty, and the other honors Eligible Family Members.

The LE Staff plaque contains the following names: 2004: Mohammed Basheeruddin, Romeo Delarosa, Ali Bin Talib and Imad Musa Ali, all of Saudi Arabia; 2005: Ryadh Hamad and Ali Al-Hilifi of Iraq and Raida Aghaveva of Azerbaijan; 2006: Ahmed Ifikhar and Hussein Ibraheem Abdullah of Iraq and

Bijnan Ajarya of Nepal; 2007: Ali Mohammed Hashim of Iraq; 2008: Abdel Rahman Rahama of Sudan and Moktar Al-Faqih of Yemen; 2010: Jean-Daniel Lafontant, Orliche Jean, Jacques Josue Desamours, Laica Casseus, Joseph Fontal and Racan Domond, all of Haiti.

The EFM plaque contains the following names: 2002: Kristen Wormsley, Pakistan; 2007: Zelda White, Kenya; 2010: Evan James Yves Wyllie, Baptiste Thomas Michel Wyllie and Laurence Pignarre Wyllie, Haiti.

Under Secretary for Political Affairs William Burns thanked all family members, saying the Department is "acutely aware of the sacrifices we ask of our families."

Before presenting the awards, Burns said the honorees distinguished themselves "by the depth of their commitment, the level of their expertise and the full measure of their bravery as they promote American interests and values in a very complicated world." He cited the "newer, grittier realities" that require a new brand of diplomacy and diplomats who are as comfortable with the tenets of counter-insurgency as with the world of demarches.

"I thank each of you for a job extraordinarily well done," he said. "I know you will continue to make all of us very proud."





### **Award for Excellence in Labor Diplomacy**

**Kurt W. Aufderheide**

Aufderheide, a political-military officer in Baghdad, was cited for outstanding reporting on labor issues throughout South China in the aftermath of the global financial crisis and China's economic recovery.



### **Civil Service Secretary of the Year**

**Tucker Richmond Stewart**

Stewart, lead secretary for Transportation Affairs in the Bureau of Economic, Energy and Business Affairs, was cited for her hard work and devotion to mission during historic aviation negotiations that contributed significantly to global economic growth and international understanding.



### **James A. Baker III – C. Howard Wilkins Jr. Award for Outstanding Deputy Chief of Mission**

**David E. Lindwall**

Lindwall, DCM in Port-au-Prince, was cited for saving lives through his personal courage, extraordinary service and outstanding initiative in managing the embassy's immediate response to the devastating earthquake of Jan. 12, 2010.



### **Charles E. Cobb Jr. Award for Initiative and Success in Trade Development**

**John R. Beyrle**

Beyrle, U.S. ambassador to Russia, was cited for extraordinary efforts working with American business and Russian government officials to successfully promote U.S.-Russia trade.



### **Warren Christopher Award for Outstanding Achievement in Global Affairs**

**Eleanor J. Nagy**

Nagy, former director of the Office of Europe, Central Asia and the Americas in the Bureau of Population, Refugees and Migration, was cited for her humanitarian initiatives in Europe, Central Asia and the Americas, including life-saving response and human rights advocacy for refugees, victims of conflict and other vulnerable populations.



### **Sue M. Cobb Award for Exemplary Diplomatic Service**

**Donald H. Gips**

Gips, U.S. ambassador to South Africa, was cited for his exceptional and visionary leadership in directing the mission and setting the bilateral relationship on a new and improved course.



**Ryan C. Crocker  
Award for Outstanding  
Leadership in  
Expeditionary  
Diplomacy**

Anne W. Patterson

Patterson was cited for her unrelenting pursuit of U.S. national security goals in Pakistan while ambassador there and ushering in a new era of productive relationships between Pakistan and the United States that will lay the groundwork for a more secure future for both countries.



**James Clement Dunn  
Award for Excellence**

Robert P. Waller

Waller, former special assistant to the under secretary for Political Affairs, was cited for his outstanding support of U.S. foreign policy goals in the Middle East, including the sustained diplomatic effort to halt Iranian proliferation while cultivating the next generation of Department leaders.



**Diplomatic Security  
Employee of the Year**

Steven M. Miller

Miller, former regional security officer at the U.S. Consulate in Peshawar, was cited for exceptional leadership in balancing traditional security concerns with the importance of implementing U.S. foreign policy goals to ensure U.S. national security and counterterrorism objectives were met during a period of extreme danger.



**Equal Employment  
Opportunity Award**

Kevin A. Weishar

Weishar, management officer and human resources officer at the U.S. Embassy in Colombo, was cited for exemplary promotion of equal employment opportunities, in particular for promotion of fair, transparent and diverse hiring practices for Locally Employed Staff positions in a multicultural society.



**Director General's  
Award for  
Impact and Originality  
in Reporting**

Christopher R. Green

Green, former political officer at the Provincial Reconstruction Team in Helmand Province, was cited for his comprehensive reporting that provided policymakers with a sophisticated understanding of the complex political dynamics and potential solutions in Helmand, one of the most challenging Afghan provinces because of its mix of Taliban activities, opium and corruption.



**Cordell Hull Award  
for Economic  
Achievement by  
Senior Officers**

Earl Anthony Wayne

Wayne, coordinating director for Development and Economic Affairs at the U.S. Embassy in Kabul, was cited for outstanding leadership in reorganizing, reforming, redirecting and reinvigorating U.S. economic, development and governance policies and programs in Afghanistan and making them more effective in promoting economic reform, growth and development.





### **Leamon R. Hunt Award for Management Excellence**

**Ronald Acuff**

Acuff, management officer at the U.S. Embassy in Kampala, was cited for sustained superior leadership during a period of rapid staffing and program growth and for contributions to staff development and Mission Uganda's culture of interagency collaboration.



### **Innovation in the Use of Technology Award**

**Erin A. Nickerson**

Nickerson, former political officer at the U.S. Embassy in Kabul, was cited for enabling civilians throughout Afghanistan and Afghanistan watchers worldwide to access critical information and communicate more effectively by establishing the post's Intelink Web site and transferring field personnel to [www.Ugov.gov](http://www.Ugov.gov) accounts.



### **Swanee Hunt Award for Advancing Women's Role in Policy Formulation**

**Karen Grisette -  
Foreign Service Officer**

Grisette, former public diplomacy officer at the U.S. Embassy in Dar es Salaam, was cited for exemplary performance to improve the influence of and conditions for women and girls in Tanzania by innovating and using creative public diplomacy programs for women, for producing insightful reporting and for building interagency cooperation.



### **Linguist of the Year Award**

**Kathleen Stephens**

Stephens, U.S. ambassador to Korea, was cited for her exceptional commitment and success in learning and using the Korean language, and inspiring others to do the same to deepen and strengthen the bilateral relationship.



**Nujayed Ahmad -  
Foreign Service  
National**

Ahmad, political specialist at the U.S. Embassy in Kabul, was cited for outstanding work in Nangarhar Province to advance and report on the status of women and their role in the 2010 parliamentary elections.



### **Frank E. Loy Award for Environmental Diplomacy**

**Aaron Arthur Salzberg**

Salzberg, special coordinator for Water Resources in the Office of Environmental Policy, was cited for his leadership, strategic vision and tireless efforts over 10 years to address the global water challenge and for being instrumental in moving water issues from the periphery to the center of U.S. government foreign policy priorities.



### **Thomas Morrison Information Management Award**

**Elizabeth M. Slater**

Slater, former information management officer at the U.S. Embassy in Kabul, was cited for sustained superior performance in expanding mission systems throughout Afghanistan to support those in the field, as well as expanding the capabilities of those systems while maintaining a high level of service to the embassy.



### **Office Management Specialist of the Year**

**Janie M. Carpenter**

Carpenter, former office management specialist at the U.S. Embassy in Tegucigalpa, was cited for providing critical support essential to the daily operations of Mission Honduras, for her outstanding assistance during the 2009 coup and for her extraordinary dedication to duty.



### **Award for Excellence in International Security**

**Thomas A. Wuchte**

Wuchte, the Department's coordinator for implementation of U.N. Security Council Resolution 1540, was cited for his leadership in advancing efforts to implement the resolution, which strengthened international security and built a remarkable foundation for cooperation among international partners, and for his unwavering commitment to multilateralism in combating the spread of weapons of mass destruction and their means of delivery.



### **Arnold L. Raphel Memorial Award**

**Joseph A. Mussomeli**

Mussomeli, former deputy chief of mission at the U.S. Embassy in Kabul, was cited for his extraordinary commitment to motivate, encourage and care for those with whom he lived and worked at Embassy Kabul in 2009 and 2010.



### **Edward R. Murrow Award for Excellence in Public Diplomacy**

**Eric A. Johnson**

Johnson, public affairs officer at the U.S. Consulate General in St. Petersburg, was cited for his exemplary work in telling America's story in Russia and representing the principles and values of the people of the United States.



### **Luther I. Replogle Award for Management Improvement**

**Steve F. Callahan**

Callahan, former management counselor at the U.S. Embassy in Lima, was cited for his outstanding efforts to improve services and raise morale, and for providing a management platform to enable the U.S.-Peruvian relationship to prosper.



### **Mary A. Ryan Award for Outstanding Public Service**

**Michele Thoren Bond**

Bond, former deputy assistant secretary for Overseas Citizens Services, was cited for extraordinary leadership, professionalism and compassion in helping American citizens, and for inspiring staff, coordinating among partner agencies, communicating with stakeholders and enhancing the Bureau of Consular Affairs' overall ability to protect and assist American citizens.



### **Rockwell Anthony Schnabel Award for Advancing U.S.-EU Relations**

**Fletcher M. Burton**

Burton, former deputy international civilian representative at the U.S. Embassy in Pristina, was cited for extraordinary and sustained contributions to joint U.S.-EU efforts to advance Balkan stability and ensure independent Kosovo's development as a peaceful, multiethnic democracy—part of a Europe whole, free and at peace.



### **Herbert Salzman Award for Excellence in International Economic Performance**

**Jerry Bisson**

Bisson, director of the Office of Infrastructure, Engineering and Energy with the U.S. Agency for International Development at the U.S. Embassy in Kabul, was cited for his exceptional achievements in advancing the implementation of the President's strategy for Afghanistan by integrating U.S. government investments across key sectors to create jobs and generate income crucial to providing alternatives to the insurgency.



### **Barbara M. Watson Award for Consular Excellence**

**Charles E. Bennett**

Bennett, consular section chief at the U.S. Consulate General in Ho Chi Minh City and consular coordinator for Mission Vietnam, was cited for outstanding success in revitalizing the consular section, planning for the future, providing key policy input and serving as a role model for the next generation of Department officers while contributing to the career development and morale of officers and Locally Employed Staff alike. ■

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*The author is a writer/editor at  
State Magazine.*



# FSNs of the Year

FSNs of the Year Helped Those Who Needed It the Most /// *By Bill Palmer*

The winners of the Department's 2010 Foreign Service National Employee of the Year award have this in common: They like to help people, especially those in dire straits with nowhere else to turn.

Another common thread that emerged from interviews with each FSN of the Year is that they love their jobs—the variety and challenges. Most were quick to share the credit for their achievements; they said they were part of great teams and couldn't have accomplished what they did without the hard work and dedication of others.

The winners represent thousands of other Locally Employed Staff around the world, without whose efforts U.S. missions could not function, said Under Secretary for Political Affairs William Burns, who handed out the awards. "They are truly the backbone of every U.S. embassy and consulate," he said.

Coordinated by the Office of Overseas Employment in the Bureau of Human Resources, the awards honor an FSN from each of the six regional bureaus. They were selected from among dozens of outstanding nominees. One of the six, Dominique Gerdes, was named Department-wide FSN of the Year.

The winner representing the Bureau of African Affairs was unable to come to Washington for the awards ceremony. A bureau representative said, "Due to concerns for the individual's safety, we are unable to reveal the name of AF's FSN of the Year."

## WHA

Dominique Gerdes, visa specialist at the U.S. Embassy in Port-au-Prince, Haiti, is the Department-wide FSN of the Year. Nominated by the Bureau of Western Hemisphere Affairs, she was cited for her indispensable leadership in the aftermath of the catastrophic January 2010 earthquake and her dedication to excellence in consular operations.

According to the embassy's nominating cable, Gerdes was one of just a few LE Staff to return to work the day following the earthquake. She said she couldn't sit at home and that her attitude was: "Let's go do something." But when she got to the embassy, she found chaos inside and out. At first, there were no clear instructions. "We had to improvise," she said.



She contacted all of her staff, and they agreed to return, despite concerns about working inside a building while aftershocks were occurring and about family members who were still missing. “I had a great team,” she said. “They would see me coming and ask ‘what’s next?’”

In addition to coordinating the LE Staff, the embassy said, she helped orient more than 75 temporary duty personnel, managed translator teams for humanitarian parole processing and prepared several hundred emergency immigrant visas for orphans. She also oversaw the feeding of babies in the consular waiting room and the stocking of food and water for 16,000 evacuees at the airport. She said the drive to the airport, only a few kilometers away, took two to three hours on the clogged roads.

She was “a constant guiding presence in our crisis response,” the embassy said, “working nonstop for several weeks, even in the face of the devastation that took the lives of her close friends.” During that period, she

said, “I felt no emotion; I had to keep going. My head was spinning.”

To all that multitasking, she added one more task: She readied her team to reopen immigrant visa processing. The embassy said that in less than six weeks they were up and running—a nearly impossible achievement. One day, the staff worked until 9 p.m. and processed 1,000 people, she said. “We decided to take as many as we could—open house, no appointments.”

Gerdes has worked for the embassy for 29 years. She is married and has three children.

### SCA

Agha Tanveer Hussain, senior security investigator working for the regional security office at the U.S. Consulate General in Lahore, Pakistan, is the FSN of the Year for the Bureau of South and Central Asian Affairs. He was cited for improving U.S.-Pakistan bilateral relations and making U.S. mission outreach possible during a period of increased terrorist activity, unprecedented

staff growth and record-setting numbers of official visitors.

The post nominating cable commended him for his quick and effective reaction to an attempt by demonstrators in 2009 to storm the consulate compound. Since the regional security officer was away from post, Hussain had to come in from home—it was a holiday—to deal with the mob of several dozen demonstrators, who faced little resistance from the few local police present. He instructed the embassy guards to immediately lock down the facility.

Although police reinforcements had not yet arrived, Hussain talked to the demonstrators and asked them to disperse. He said his message to them was: “This is not the way to act. We are Pakistanis. These diplomats are our guests.”

Afterward, he convinced the police to install an anti-personnel barrier. It took three months to get all the permissions. Police support for the consulate is “unmatched,”



he said, adding that the police chief in Lahore texts him about possible threats. He has good relations with all the other police districts in Punjab Province, too.

That came in handy when Pakistani authorities arrested five Americans, wanted by the FBI for alleged terrorist activities, in the Sargodha District of Punjab. Pakistani law enforcement officials were under intense political pressure to prevent U.S. government access to the detainees, the consulate said, but Hussain used his contacts to get U.S. officials into the jail to interview them.

Hussain also worked closely with Secretary of State Hillary Rodham Clinton's security detail and local authorities preparing for her October 2009 visit. The consulate said he helped both sides strike the right balance between keeping her safe and enabling her to reach out to the people of Pakistan. Hussain successfully argued against including a particular shrine that the advance team wanted her to visit. "It had never been shut to the public in the past 900 years," he

said, and it would have to have been shut on a significant religious day, which could generate bad press.

Hussain has worked for the consulate for more than 10 years. He is married and has two sons.

### NEA

Mona El-Azem, passport and citizenship specialist at the U.S. Embassy in Damascus, Syria, is the FSN of the Year for the Bureau of Near Eastern Affairs. She was cited for exceptional professionalism and compassion in assisting Americans abroad.

In her 27 years with the embassy, she has risen to many challenges, the embassy's nominating cable noted: assisting Americans streaming into Syria in the 1980s following turmoil in Lebanon and Iraq, helping displaced American workers in the 1990s after Saddam Hussein's troops marched into Kuwait and, in this decade, helping desperate Americans making their way to Syria from a Lebanon under siege and aiding American

teachers after the closing of the American School in Damascus.

The work is stressful, she said, but "I try to be gracious and polite." She said she relies on good personal relationships to build the channels she needs to get what she wants.

She reached out to her extensive contacts to compile authoritative reference materials on a range of issues from parental custody to penalties for immigration violations. Her contributions to the consular Sharepoint site enable the entire section to draw on her vast knowledge, the embassy said.

But it is her work on individual cases that shows her compassion. She ensured that a homeless mother with five children found shelter despite having no money and no citizenship documents. "I was looking for a shelter day and night," she said. "I had to beg." It took five months to get the family documents and get them to the United States. The mother wrote from New York and told her, "You saved my life. You saved my family."



Azem



Sritham



Azem, who has a daughter, said, "When I serve a child, it's like I'm serving my own. I feel like every child is my child." She said she doesn't want to get involved emotionally in a case, but she does. "When it is solved, it is a win for me and for humanity."

In another case, she counseled a young American woman who found herself being forced into a marriage.

When she retires from the embassy, she said she plans to continue helping people. "For me, it's a relief."

## EAP

Pajaree Sritham, a program assistant in the refugee and migration affairs section of the U.S. Embassy in Bangkok, Thailand, is the FSN of the Year for the Bureau of East Asian and Pacific Affairs. She was cited for her tenacity and persistence in advocating for U.S.-supported levels of international protection of refugees.

She is a 36-year veteran of assisting different refugee populations. She says she

can't remember a time when the embassy wasn't busy with Vietnamese, Cambodian, Lao, Hmong or Burmese refugees coming into Thailand. She remembers interviewing for her job, being hired instantly and not getting home until 9 p.m. that first day. Other long days were to follow.

According to the embassy nominating cable, she was "a critical interlocutor with the Thai government in promoting protection during an especially difficult time." She obtained information on Hmong refugees in closed camps and negotiated access to one camp. She also negotiated provision of desperately needed U.S. humanitarian assistance to the camp and to another group of refugees in an immigration jail, the embassy said.

In 2009, fighting along the Thai-Burmese border sent a wave of 2,000 refugees into Thailand. The army pressured them to return to Burma, but Pajaree convinced local military commanders to ease up on the pressure until conditions permitted their safe return, the embassy said. She also persuaded them to let embassy officials visit the isolated refugee sites.

Pajaree attributes her success in part to her longstanding relationships with Thai authorities and to being easy to talk to. "My boss says I'm aggressive, but I keep smiling," she said. Sometimes Thai officials chastise her for "not being Thai." She said, "That's OK; I have two hats."

Sadly, she noted, some refugees stay in camps for 20 years. But she and the embassy try to see that they are taken care of by contracting for medical care, education, food and other items. The farthest of the nine camps in Thailand take all day to reach from Bangkok, but she tries to visit them monthly. "They need help; they have no choice," she said.

Pajaree is married and has two children.

## EUR

Nathalie Trouve, special consular services assistant at the U.S. Embassy in Paris, France, is the FSN of the Year for the Bureau of

European and Eurasian Affairs. She was cited for sustained exceptional performance in assisting traumatized American citizens with dedication and compassion.

She said that mentally challenged Americans often go to France for what French doctors call a "therapeutic trip." But such people may cope even less well in a foreign culture than they did at home. When they hit bottom, they might get lucky enough to encounter Nathalie Trouve.

She said that to deal with such people requires "compassion, a lot of common sense and understanding." But she tries not to get too emotionally involved. "They need someone to help them, not cry with them," she said. "You have to create a feeling of confidence and help them make their own decisions."

One of her toughest cases, cited in the embassy's nominating cable, was that of an alcoholic woman reported missing by her mother. When Nathalie found the woman, she was "very sick—drunk and crying," she said. The woman had already missed several flights back to the United States. Nathalie gained the woman's confidence and convinced her to stop drinking for the night so she could catch a flight the next day, the embassy said, adding, "Nathalie gave her an alarm clock to wake her up, something on which the American was able to focus." She made her flight. "Nathalie's actions probably saved the woman's life," the embassy said.

Providing an alarm clock "was not in the FAM," Nathalie said. But it was the creative solution the problem required.

Another case involved a 17-year-old American citizen minor who had been living alone on the streets and slept in the airport for two nights. "Nathalie worked tirelessly to contact U.S. family members...and coordinated intensively with French police to ensure the well-being of the minor until she returned to the United States," the embassy said.

Nathalie said an essential ingredient to her success is good relations with police, funeral directors, social workers and doctors. Sometimes she has to bridge a cultural gap: "French doctors don't understand the U.S. system," she said.

Nathalie has worked at the embassy for 22 years. She is married and has two children. ■

*The author is a writer/editor at State Magazine.*



Trouve

# Record-Breaker

USA Pavilion draws big crowds at World Expo /// *By Alys L. Spensley*

The U.S. Consulate General in Shanghai had a case of “World Expo fever” for most of 2010, preparing for and participating in the Shanghai 2010 World Expo, which its organizers said had the highest attendance of any world’s fair.

The Expo ran from May 1 to Oct. 31, 10 times as long as the Beijing Olympics, and hosted a record 73 million visitors. Daily crowds averaged 350,000, with more than a million visitors entering the exposition’s park on Oct. 16.

The World Expo featured pavilions with cultural and technological highlights from 246 participating countries, international organizations and corporations. More than seven million people, 43,000 guests daily, visited the USA Pavilion. That’s more than 10 times the number of Chinese who will travel to the United States this year.

“In just six months, our pavilion reached more Chinese citizens in a direct people-to-people fashion than the entire China Mission can in a decade or more, even including visa

interviews,” said Tom Cooney, the consulate general’s public affairs officer and deputy commissioner general of the pavilion.

## Public-private Partnering

The public affairs section of the consulate general and the State Department worked with a nonprofit organization to design, manage and fund-raise for the pavilion. As a public-private partnership, the pavilion’s success rested in large part on the work of Commissioner General José H. Villarreal and the Secretary’s Global Partnership Initiative, led by Elizabeth Bagley and Kris Balderston. Also essential was the strong support provided by Secretary of State Hillary Rodham Clinton.

The pavilion, one of the Expo’s most popular attractions, relied on more than 60 sponsors, including Chevron, Citibank, General Electric, Johnson & Johnson, PepsiCo and Procter and Gamble. The sponsors hosted hundreds of events with their clients, employees and employees’

family members, and several companies sent their chief executive officers, including GE’s Jeffrey Immelt and PepsiCo’s Indra Nooyi.

“The challenge of making the pavilion a reality was enormous,” said Ambassador Villarreal. “Having to raise a \$61 million budget completely from corporations and states during the financial crisis was extremely difficult, but we did it believing America must not only show up in Shanghai, but also do it right and with a full program that demonstrated the best of America.”

Within the Department, the consulate general worked with a Shanghai Expo Working Group that included representatives from the bureaus of Educational and Cultural Affairs, and East Asian and Pacific Affairs, the Office of Legal Advisor and GPI. Within the consulate general, a Consulate Expo Liaison Team led by the author helped manage the consulate general’s role in everything from reviewing film presentations to vetting sponsors and planning National Day events.

Visitors’ umbrellas protect them from the bright sunlight while awaiting entry to the USA Pavilion.







**Clockwise from above:** The U.S. Army's 25th Infantry Marching Band performs at the Shanghai Expo; Secretary of State Hillary Rodham Clinton braves the elements at the USA Pavilion's construction site in November 2009; American musical legends Herbie Hancock, right, and Dee Dee Bridgewater perform at the Expo; student ambassador Benjamin Heyford of Washington state welcomes children to the USA Pavilion.



## Student Ambassadors

PAS Shanghai worked closely with 160 Mandarin-speaking U.S. college students who helped welcome visitors to the pavilion. These “student ambassadors” were often the first Americans many Chinese visitors had ever met, and their fluent language skills and youthful enthusiasm became hallmarks of the USA Pavilion and highlights of the entire Expo.

By the time the pavilion opened May 1, the entire consulate general had become involved. Staff were briefing the student ambassadors, greeting one-third of China's Politburo, arranging visits for Secretary Clinton and three other Cabinet members and supporting hundreds of events, including trade promotions, performances, exchange alumni programs and even a Habitat for Humanity construction project.

“I fully expected the USA Pavilion to be a fabulous public diplomacy platform,” said Consul General Bea Camp, “but I did not anticipate the many other ways in which our participation would become a bright spot in the U.S.-China relationship. We chalked up successes in a number of areas, from helping 10 U.S. governors promote their states to generating an immense amount of positive coverage in the Chinese media.”

The pavilion also provided unprecedented opportunities for U.S. officials and executives to meet top Chinese leaders in person, from President Hu Jintao on down, in a casual setting. World celebrities also showed up, including actors Robert DeNiro and Halle Berry, California Governor Arnold Schwarzenegger, former President Jimmy Carter, Los Angeles Lakers star Derek Fisher and fashion designer Anna Sui. Because the student ambassadors were from nearly every state, the Pavilion's protocol staff was able to make home-state greeters available. For instance, 8 students from Illinois participated in Chicago Mayor Richard Daley Jr.'s visit.

The USA Pavilion, with more than 500 staff and contractors, was built and ready in less than 10 months. Consulate General Shanghai staff played a key role in ensuring that the USA Pavilion was successful.

The online version of the USA Pavilion can be visited at its Web site. The pavilion's popular feature film, “The Garden,” is also available online. ■




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*The author was the consulate general's Expo liaison officer.*







The Parliament building  
in downtown Bridgetown  
was built in the 1600s.

# Bridgetown

U.S. Mission Engages Seven Strategic Partners

*By Namita Biggins, William Couch and Joseph Schaller*



## Post of the Month



**Clockwise from above:** Costumed Crop Over revelers walk along the festival route; Defense Secretary Robert Gates visits Barbados' George Washington House; a cricket player on the beach hoists his bat; enjoying a moment on July Fourth are Jack Horner; Saskia Hardt, wife of chargé d'affaires D. Brent Hardt; D. Brent Hardt; and the Hardts' sons Simon, Craig and Graham.



PHOTOGRAPHS: U.S. EMBASSY IN BRIDGETOWN



**Below:** One of the famous green monkeys at the Barbados Wildlife Reserve observes visitors.

**Bottom:** American jazz musicians—from left, Michael Thomson, guitar; Michito Sanchez, percussion; Christian Scott, trumpet; and Kirk Whalum, saxophone—jam at an embassy-sponsored Christmas Jazz workshop in Barbados.



When George Washington visited Barbados in 1751 on his only trip outside North America, the impressionable 19-year-old surveyor from the Virginia countryside found a vibrant, sophisticated society with entertaining theater and an imposing British military garrison. Bridgetown was one of the largest ports in the British Empire, and its fertile land generated extraordinary wealth for the British. Our first President was, as he wrote, “perfectly ravished by the beautiful prospects which on every side presented to our view.”

Historians believe Washington’s brief visit to the Eastern Caribbean had a profound effect, broadening his outlook and heightening his ambition. He had once been content to aspire to a career as a surveyor, but he returned to Virginia and immediately requested a military commission from the governor of the colony. The rest is history.

Two and a half centuries later, Barbados remains a dynamic country, one of the wealthiest in the hemisphere and increasingly a hub for international business, international organizations and sophisticated tourism. Barbados has emerged as a leader within the Caribbean Community, and its governments since independence in 1966 have skillfully guided the country through economic and social changes that have positioned it for stability and prosperity.

The U.S. Embassy in Bridgetown manages U.S. relations with seven Eastern Caribbean nations—Antigua and Barbuda, Barbados, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines—more than any other mission in the world. With a strong focus on regional security, economic development, HIV/AIDS and public diplomacy, the embassy engages the countries as strategic partners, aided by the U.S. Embassy in Grenada’s single Foreign Service officer. In the past year, the embassy hosted visits of Attorney General Eric Holder, Defense Secretary Robert Gates and Secretary of State Hillary Rodham Clinton for regional meetings that strengthened U.S. partnerships with Caribbean countries.

### Colonies to Democracies

From the time Spanish explorers sailed past Barbados and named it “Los Barbados” (“the bearded ones,” after the fig trees that lined its shores), Eastern Caribbean territories were highly prized and frequently contested, especially between the British and French. St. Lucia changed hands 14 times and retains a strong French character in its patois, architecture and cuisine. Only Barbados, heavily fortified by the British, never changed hands, leaving it with a distinctly British feel that persists in its genteel formality and passion for the sport of cricket.

During the colonial era, sugar production generated by slave labor from Africa created extraordinary wealth for British plantation owners, whose influence waned when Britain abolished slavery in 1834. Eastern Caribbean countries remained politically tied to Britain until they achieved independence between 1966 and 1983, and most maintain close ties through the Commonwealth. The people are primarily of African descent, with others tracing roots to India, Syria, Portugal and other European countries.





**Clockwise from above:** Chargé d'Affaires D. Brent Hardt thanks students of Hillaby/Turners Primary School for teaching him steel pan drums, which were purchased through an embassy grant; the signing of the Pan-Caribbean Regional Partnership Framework in 2010; Secretary of State Hillary Rodham Clinton meets with Embassy Bridgetown staff members and their families during her visit to Barbados last June; a rock formation graces the world-famous surfing spot Bathsheba on Barbados' Atlantic coast.

As production of sugar, bananas and nutmeg diminished over time, the region turned increasingly to tourism and financial services as economic mainstays. The Eastern Caribbean's natural beauty and the diversity of its people and geography attract nearly four million Americans a year. Visitors enjoy the soaring mountains of St. Lucia's twin Pitons emerging from the sea; Dominica's Boiling Lake, the second largest thermally active lake in the world; and exclusive getaways such as Mustique, one of 32 islands that make up the Grenadines island chain in St. Vincent.

### Partner of Choice

Embassy Bridgetown's 230 employees, American and local from eight federal agencies, are working to restore the United States as the region's partner of choice for building a secure and prosperous Caribbean. The President's Caribbean Basin Security Initiative is the pillar of a U.S. security strategy focused on improving citizen safety throughout the region. The embassy works to combat the drug trade and other transnational crime. To address the root causes of crime, the U.S. Agency for International Development office has developed innovative programs that provide skills and job opportunities for at-risk youth.



PHOTOGRAPHS: U.S. EMBASSY IN BRIDGETOWN

In a region prone to hurricanes, floods and natural disasters, the embassy provides critical humanitarian assistance. In the aftermath of Hurricane Tomas in November, USAID and the U.S. Southern Command provided more than \$300,000 in emergency relief. When Grenada was devastated by Hurricane Ivan in 2004, the United States helped the country rebuild with \$46 million for relief and reconstruction.

Embassy Bridgetown serves as the regional coordinating mission for the President's Emergency Plan for AIDS Relief. The Caribbean Partnership Framework for AIDS Relief brings together 12 countries, six embassies and five U.S. agencies to combat HIV and AIDS in a region with the world's second highest infection rate.

Multiple agencies work to foster the region's economic prosperity. During Global Entrepreneurship Week 2010, the embassy partnered with local business leaders to support a national entrepreneurship summit and U.S. Commercial Workshop and hosted young entrepreneurs at the mission—all to stimulate entrepreneurship and promote U.S.-Caribbean trade.

The embassy's public affairs office promotes U.S. foreign policy goals through vigorous media engagement, cultural programming and educational and professional exchanges across seven countries. Many of the region's past and current prime ministers and other senior officials are alumni of U.S. programs. American

Corners in Antigua and Dominica extend the mission's outreach, while EducationUSA advising services actively promote U.S. higher education.

Bridgetown's consular team looks after the many American visitors and provides visa services for the seven independent countries of the region and 10 English-, French- and Dutch-speaking Eastern Caribbean territories and dependencies.

## Fostering Community

With such a wide-ranging geographical area of responsibility, Bridgetown is an embassy on the move. The staff regularly travels to the many countries and territories in its area of responsibility to meet with senior officials and civil society leaders, engage with local media, coordinate law enforcement operations and promote security, economic, educational and other ties.

To maintain community spirit in this active and traveling embassy community, the mission's community liaison office and Foreign Service Nationals Association organize a steady stream of community events. From January to April, four "houses" compete against each other to earn points, culminating in friendly sporting competitions on Barbados' Heroes Day. In November, the embassy celebrates Barbados' Independence Day with a FOSNA-hosted "Doo-Flicky" that highlights local food, culture and performances by top national talent.

Barbados and the other countries in the region offer a wealth of activities. The incredible beaches and crystalline waters can be enjoyed from a beach chair or through snorkeling, scuba and sailing. World-class restaurants offer fantastic views and local dishes like flying fish and cou-cou. International surfing and sailing championships, jazz performances and the annual Crop Over festival—Barbados' carnival celebration—bring thousands of people to Barbados and the Eastern Caribbean to savor the rich cultural and sporting offerings.

Crop Over has its roots in the late 1700s when Barbados was the world's largest sugar producer. A major celebration marked the end of each harvest, or "crop over." As the sugar industry declined, so too did Crop Over, until the mid-1970s when it was reborn as a five-week cultural festival peaking on Kadooment Day in early August. The Kadooment parade attracts people from around the world to join in a spectacular street procession of costumed revelers dancing to the latest calypso and soca beats and enjoying Barbados' fine rums.

Just as George Washington found in the 1750s, Barbados continues to offer warm hospitality to its many visitors and the close-knit diplomatic community. ■

*The authors are assigned to the U.S. Embassy in Bridgetown.*

## At a Glance >>>

## Barbados



**Capital:** Bridgetown

**Government type:** Parliamentary democracy; independent sovereign state within the Commonwealth

**Area:** 431 sq. km.

**Comparative area:** More than twice the size of Washington, D.C.

**Population:** 285,600

**Official language:** English

**GDP - per capita:** \$21,600

### Export commodities:

Manufactured goods, sugar and molasses and rum

**Export partners:** Trinidad and Tobago, Jamaica and United States

**Import commodities:** Consumer goods, machinery and food

**Import partners:** Trinidad and Tobago, United States and Colombia

**Currency (code):** Barbadian dollars (BBD)

**Internet country code:** .bb

Source: Country Background Notes



The happy work team stands beside the finished playground accompanied by some of the play structure's future users.



# Helping and Healing

Ciudad Juárez, Mexico, is one of the world's deadliest cities. Drug trafficking, kidnapping and murder dominate headlines and conversations in this once-vibrant border city.

For the U.S. Consulate in Ciudad Juárez, the danger struck home in March 2010, when a consulate staff member, her husband and the husband of another colleague were murdered the same day.

Everyday struggles can be overlooked in this atmosphere of violence. Often forgotten, too, are the children who have been abandoned or removed from families unable to care for them. In

Ciudad Juárez, Mexico's child-protection agency brings such children to the orphanage known as Casa Hogar Santa Maria, where they may live for years until their circumstances change.

## Donations Drop

The deterioration of the security situation in Juárez has increased the need for Casa Hogar's services but reduced outside support. The Juárez middle class is a source of donations for Casa Hogar but is now suffering economically due to the closing of hundreds of businesses that were unable to cope with the violence and insecurity.

Americans once came from such nearby cities as El Paso, Texas, to shop in area stores, but they now won't come to a city with an average of eight murders per day.

Volunteers are also scarce. Who wants to risk their safety driving across town to help at an orphanage?

Volunteers from the U.S. Consulate do.

Sponsored by the J. Kirby Simon Trust, a group of consulate volunteers and supporters recently constructed a playground at the orphanage. The orphanage has had a playground space since opening, but its limited equipment wasn't able to endure near-constant use by up to 70 children daily.

Playground in Ciudad Juárez sends serious message /// *By Marlene Phillips*

## Grant Helps

So two entry-level officers wrote a grant proposal and received \$3,000 for the project. That sum was supplemented by donations from current and past consulate officers, local staff and friends and family, reaching a total of more than \$10,000.

A heavy-duty piece of playground equipment cost just under \$8,000. Buying sand, paint and brushes, trees, bushes and other materials quickly used up the full \$10,000. The equipment was purchased from a manufacturer in nearby Chihuahua that knew of the situation in Juárez, gave the volunteers a generous discount and helped with the installation.

"In a time when even immediate relatives of local residents will not cross into Juárez to visit because of the violence, a small thing like building a playground sends a big message," said Sonnet Frisbie, an entry-level officer at the consulate who co-authored the proposal. "It tells our neighbors that we live here with you and care about this city."

The project brought American staff into contact with people and parts of town they otherwise were unlikely to visit and helped local staff form closer bonds with their city. While a playground can't possibly heal the pain consulate staff feel over the loss of their colleagues, several staff members said that showing compassion and generosity brought them comfort and a greater sense of purpose.

## Architectural Aid

The volunteers found that the playground site had poor drainage and flooded during the area's seasonal deluges. A new member of the local staff turned to her parents, both architects and developers, and their input made the difference between success and failure.

The project required two days of work and involved every consulate unit and all types of staff, including gardeners and maintenance workers, temporary duty officers, line officers, local visa clerks, anti-fraud staff and even the children of local staff. At least half of the consulate community participated, by either making a donation, lending tools, helping with flyers for fund-raising, soliciting proposals or working at the site.

The consulate staff and the children of Casa Hogar Santa Maria credit the J. Kirby Simon Trust for helping them build a playground, improve a community, create new friendships and find the courage to help a city in need. ■

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*The author is an entry-level officer at the consulate.*



**Clockwise from top:** Volunteers involved in the project included, from left, Debbie Peterson, Maribel Guitterez and Marcela Gonzalez; Tim Smith, with paintbrush; and Jerome Sherman and Katie Ray.







## Regional Embassy Support Team

U.S. DEPARTMENT of STATE

The hours after the 1998 bombings of U.S. embassies in Nairobi and Dar es Salaam were chaotic. As embassy staff members worked to rescue the injured and recover the dead, surviving staff needed to comfort and assist each other and had to defer doing the vital administrative tasks that keep an embassy operating.

To aid embassies in such crises in the future, the Accountability Review Board convened in the wake of the bombings recommended creating a mechanism to provide the immediate support of temporary duty staff to the administrative sections of embassies hit by a catastrophe. The Regional Embassy Support Team program was formed to provide this assistance. The program is managed by the Bureau of Administration's Office of Emergency Management in partnership with the Bureau of International Organizations

and the executive offices of the geographic bureaus.

The REST program provides temporary administrative support to a post after a destructive bombing, natural disaster or other emergency requires the post to quickly gain experienced administrative personnel to maintain or restore functions.

The program maintains a roster of qualified overseas personnel whose chiefs of mission have agreed to make available on short notice without further consultations or approvals.

### All Volunteers

Team members are volunteers and include Foreign Service personnel and Foreign Service Nationals with experience in general services, personnel, budget and fiscal matters or information technology.

In a crisis, the program provides the affected post with whatever administrative support

is required. It does so after the chief of mission at the affected post contacts the assistant secretary of the appropriate regional bureau to request deployment of a REST. After the assistant secretary approves the request and the Bureau of Diplomatic Security deems the affected area secure, the regional bureau's executive office selects and notifies the team members on the bureau's REST roster. The bureau then prepares the team members' travel orders, and each team member arranges his or her travel to post.

When deployed, REST members may be asked to do such duties as reconstitute payroll and personnel records, write position descriptions, obtain catering services and hotel arrangements for temporary duty personnel, acquire cash for local services and pay monthly invoices, obtain supplies, meet and greet visitors at the airport

and provide information technology support.

### Powerful Video

A video produced by OEM's Diplomatic Continuity Programs division, which oversees the REST program, discusses the notification and deployment process of a REST team and includes a first hand account of how volunteers responded in the aftermath of the bombing in Kenya. On the video, then-Ambassador to Kenya Prudence Bushnell said the post's infrastructure was destroyed and that many of the staff members killed worked in the post's management and administrative sections in such areas as human resources and financial management. These employees were the very people whose work was most needed to resume normal embassy operations. To reopen, the surviving staffs of the U.S. embassies in

# Disaster Recovery

REST helps embassies maintain administrative services /// By Eric C. Vore





**Clockwise from above left:** A Bureau of Diplomatic Security Emergency Response Team officer role-plays providing security during filming of the REST video; a DS officer stands in the ruins of the U.S. Embassy in Nairobi in the wake of the 1998 attack on that post; Regional Embassy Support Team Program Coordinator Kathy Shippe, at right, discusses the program with, from left, Diplomatic Continuity Programs staff members William Akintuyi, John McDermott and Fred Albertson.

Nairobi and Dar es Salaam relied on ad hoc support from volunteers from other embassies.

The video also includes a discussion with State Department psychiatrist Dr. Samuel Thielman and Department Medical Officer Dr. Gretchen McCoy about the conditions REST members may encounter when assisting

a stricken post. They warn that some REST members may be deeply traumatized by their environment and the suffering they witness.

Dr. Thielman and Dr. McCoy stressed that prospective volunteers should be aware that the REST program isn't a "regular TDY" assignment and that volunteers will

be entering an emotionally charged environment.

Ambassador Bushnell said on the video that while her embassy staff felt a great sense of relief that the overwhelming task of reconstituting the embassy was being shared by volunteers, some surviving staff members resisted the loss of control or giving up some of

their normal tasks. She urged REST members to communicate openly with surviving staff members and value the input they provide, allowing survivors to feel they are important to the reconstitution effort.

The video, distributed to all posts and bureaus in late 2004, can be viewed at the BNET library and is available with other information about REST on A/OEM's ePrepare Web site.

Employees who would like to volunteer for the REST program must receive approval from their supervisors and then may contact their regional bureau. For more information, contact REST Program Coordinator Kathryn M. Shippe at (202) 776-8606. ■

*The author is an emergency planner in the Office of Emergency Management.*



# Crystal Ball

Office projects Department's  
human resource needs

*By Monica Bradley*





**Above:** Members of the office's CCP division show their allegiance to MoonPies: from left front, Cassie Zemel, Jeffrey Miller, April Hartman, Melinda Roach and Jacqueline Ridley. At rear are from left Jason Williams, Eliot Johnson II, Larry Nix and Suellen Mattison. **Below:** Intern Eliot Johnson II shows off some of the office's memorabilia of MoonPies, the office's official award for a job well done.

Projecting the Department's human resource needs and trends might seem to some like practicing black magic or decoding tea leaves, but it's the everyday job of the Bureau of Human Resources' Office of Resource Management and Organization Analysis.

The office does not resort to wizardry to predict the Department's resource and workforce planning needs, but instead uses mathematics, computer models, workforce analytics, surveys and accepted business practices. Its work involves establishing bureau employment levels, forecasting the Department's staffing requirements, analyzing HR management policies, determining position grade levels, establishing Department-wide pay policies, and evaluating employees' perceptions of the Department's leadership and working environment.

RMA is made up of three divisions. When a Department bureau or office is adding a new

position or reorganizing, the division of Resource Planning and Allocation is the place to go. The staff of nine is responsible for position allocation, bureau employment ceilings, intake planning and organizational assessment or reorganizations.

While bureaus may submit new position requests as the need arises, most position needs are submitted through the Mission Strategic and Resource Plan and Bureau Strategic and Resource Plan processes.

### Working Partnerships

When it comes to how many positions are needed, RPA isn't speaking just for itself; it works closely with the Bureau of Resource Management's Office of Budget and Planning to ensure the Department's annual budget submission to Congress and the Office of Management and Budget supports the Department's highest policy priorities. To assist with the budget justification, RPA uses the Overseas Staffing Model

and Domestic Staffing Model; together, they are the resource planning tools.

Another RPA task is planning for, advocating for and tracking the number of new Civil Service and Foreign Service employees to be hired in coming years. RPA analysts work to ensure that senior

Department leadership knows where each bureau stands regarding the Department's overall Civil Service hiring goals. The division also works with the bureaus that are below their funded employment ceilings, seeking solutions that allow them to reach and stay within their full staffing needs.







**Above:** The office's division chiefs—from left, Chet Phillips, Jeffrey Miller and Eugene Batt—share ideas during a workforce planning meeting. **Below:** Members of the office's WPA team include from left Pamela Parker, Walter Marshall, Jason Greer, Chet Phillips, Victor Villones and Adam Lusin.

RPA also develops Foreign Service hiring targets for each skill category, taking into account projected attrition and newly funded positions.

If an office or bureau needs reorganization, RPA will help ensure the new structure meets all the rules and regulations described in 1 FAM 014. If it does, RPA will approve the reorganization; if not, RPA will assist the bureau in seeking a waiver from the Under Secretary for Management if the new structure makes sound business sense.

## Policy Gurus

Another RMA division is Classification and Compensation Policy, whose eight staff members are the office's policy gurus. This division writes Foreign Service compensation policy and interprets legislation regarding pay, including comp time for travel, pay caps, overtime pay and the recent freeze on federal pay. CCP is also responsible for the highly-coveted pay cards provided to employees each year. In fact, it calculates and designs more than 40 separate pay schedules every

year. These can all be found on the Department's Intranet.

A critical matter the division must deal with is whether or not an employee's overtime pay entitlement is covered by the Fair Labor Standards Act. If the employee is exempt from the FLSA, eligibility for and the amount of overtime pay is strictly limited. However, if the employee is non-exempt or covered by the FLSA, he or she is entitled to overtime pay at one and one-half times the regular

rate of pay) without any pay cap or limitation, provided the employee worked in excess of eight hours a day or more than 40 hours in a week. Working with the shared service providers and attorneys in HR and the Office of the Legal Advisor, CCP has been heavily involved in ensuring FLSA determinations are correct regarding more than 8,000 Civil Service positions.

In the future, CCP will use the Automated Classification and Recruitment Solution, a

powerful software application. The division's staff has drafted more than 300 new Civil Service and Foreign Service Standard Position Descriptions for this application, providing a simpler and expedited internal classification system. Since the standard position descriptions are already classified, using one can reduce the hiring process by several weeks.

During the past two years, CCP has also undertaken a worldwide classification review to determine the grade structure of all Foreign Service positions overseas. This effort required visiting numerous posts in all regions around the world, conducting focus groups, developing new Foreign Service classification standards and applying them to each overseas position. The result ensures that officers with the right experience and skill are assigned where they are most needed.

The review also led to new standard field descriptions being made available online at the RMA intranet site. Thus, if any employee suspects that a position is not graded properly, he or she can do an initial check by reviewing the standard overseas position description online.





Office Director Philippe Lussier listens as office administrator Andrea Purba endorses a point during a meeting.

CCP has also worked with the Department's bureaus to implement the changes in the Department's Global Employment Management System.

RMA's third division, Workforce Planning and Analysis, has the lead HR role in analyzing Department-wide human resource issues, such as quality of work-life, skill gaps and retention. For this work, surveys are often used.

Questions WPA can be called on to address include determining how many Department employees speak what languages and identifying how the Department's Foreign Service promotion numbers are arrived at. WPA conducts a wide range of routine and complex data analyses every day, such as calculating attrition rates. It also projects the number of language training positions needed to support the Department's request for a training float, and develops promotion, time-in-class and time-in-service statistics. The nine-member division also aids with workforce

planning, surveys, routine data requests and complicated analytical studies.

## Five-Year Plan

WPA develops the Department's Five-Year Workforce and Leadership

Succession Plan, which is updated annually and provides a framework to address human resource management challenges. The plan highlights achievements in recruiting, hiring, staffing and training Civil Service and Foreign Service employees.

WPA uses the Foreign Service Workforce Planning Model to help project the number of positions that will need to be filled in

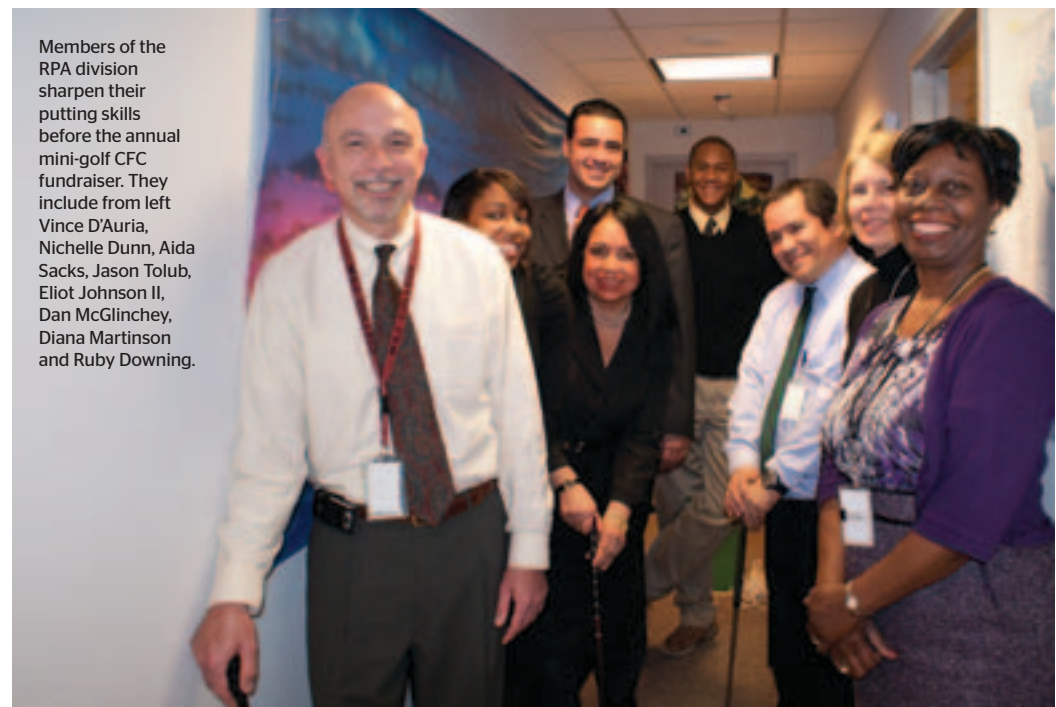
the future and the number of employees who will be available for those positions. Each year, before the Foreign Service Selection Boards are convened, WPA uses the model to make recommendations by grade

and skill group to the Director General for the number of Foreign Service promotions to be approved. The model allows WPA and senior management to see what might happen as a result of a proposed policy change affecting the workforce. For example, if a new skill group is being proposed, WPA can use the model to determine whether there will be enough positions at the higher grades to provide a full 20-year career path for employees.

Clearly, the model will run many times as RMA makes career-long projections regarding those hired under the Diplomacy 3.0 initiative.

When its work is done, RMA knows how to play. Its staff plans the annual fundraiser for the Combined Federal Campaign involving a miniature golf tournament that occurs along the office's hallways in State Annex-1. This year, it raised more than \$400. ■

*The author is a management analyst in RMA's Workforce Planning and Analysis division.*



Members of the RPA division sharpen their putting skills before the annual mini-golf CFC fundraiser. They include from left Vince D'Auria, Nichelle Dunn, Aida Sacks, Jason Tolub, Eliot Johnson II, Dan McGlinchey, Diana Martinson and Ruby Downing.





From left, Snowsnake Big Mountain, White Wolf Big Mountain, Buffalo Big Mountain and Bluejay Littlejohn get ready to dance at the American Corner in Qurghonteppa.

# ‘Not So Different’

In early October, in a remote village in northern Tajikistan, two sport utility vehicles with diplomatic plates pulled up in front of the office of a small nongovernmental organization, and several Native Americans—Buffalo Big Mountain, Bluejay Littlejohn, Sabastain Snowsnake Big Mountain and James White Wolf Big Mountain—emerged to a warm welcome. The roughly two dozen English Access Microscholarship Program students, teachers and NGO

staff were waiting with two local musicians to welcome the visitors with a traditional bread and salt ceremony and Tajik songs.

After donning their colorful regalia, Buffalo Big Mountain and his team walked out into the small courtyard, drumming and chanting as they went. The sound of the drums and the bright colors drew neighborhood children, who gathered outside the courtyard, their hands gripping the fence and their eyes drinking in every detail.

Recalling the visit and the warm welcome, Littlejohn said, “It was surprising to feel the impact on the local Tajik population and to see the value of the program in their eyes. This connected me to the people more than I had ever imagined possible. It was as if our songs brought our world to them.”

## Audiences Captivated

In this small, mountainous Central Asian country, nearly everything from the outside

world is new and fascinating. And, while visitors of every variety are always welcomed, the people of Tajikistan seemed especially receptive to Big Mountain and his team.

“When we tell people we went to Tajikistan, the first thing they ask is if we felt unsafe or threatened, but it was totally the opposite; we always felt wanted,” Buffalo Big Mountain said. “The most memorable thing was the people and how well we were welcomed.”

Native Americans find common ground in Tajikistan /// *By McKenzie Milanowski*



Representing the Mohawk, Comanche and Cherokee tribes, the quartet performed traditional dances, explaining the story and meaning behind each. Littlejohn started with the Grass Dance, in which grass is pressed down and the ground is blessed and prepared for the rest of the dances. Other dances followed, including the Snake Dance, which Access Program students joined, and the wildly popular Hoop Dance, through which Snowsnake Big Mountain told of the creation of the earth, moon and animals by intricately interlocking 20 hoops to create the shapes of birds, butterflies, snakes and, finally, the earth and moon.

Buffalo Big Mountain and his team spent a week sharing Native American culture with the people of seven cities, from the capital Dushanbe to the southern cities of Sarband and Qurghonteppa. They also went on a precarious overland trip

through two snowy 11,000-foot mountain passes to the northern towns of Khujand, Istaravshan, Ghonchi and Kanibadam.

### Deeper Understandings

The group performed at three English Access Microscholarship Program centers, a local high school, a cultural center, two American Corners, one public plaza and the U.S. Embassy. Through traditional song, dance and storytelling, they brought a deeper understanding of a piece of America that most Tajiks were familiar with only through old Hollywood movies.

An English teacher in Istaravshan said children there who met the group rated them “a great experience” and “motivation for studying the history of America.”

After several days of bringing Native American music, culture and folklore to the towns of the northern province, the group returned to Dushanbe for

one final public performance, staged in a large plaza in front of the Dushanbe Opera Ballet House. The group chanted and drummed for several minutes, attracting an audience of at least 500 people, including patrons of local outdoor cafés, people taking afternoon walks and local policemen, all drawn by the

rhythmic drumbeats.

Though the group was from the opposite side of the world, it was the cultural similarities that local audiences and visitors commented on the most. A student in the southern city of Sarband, where the group performed for more than 250 high school students, said, “Their



**Right:** Buffalo Big Mountain greets two of his smallest fans at a public performance in Dushanbe. **Below:** Buffalo Big Mountain leads the Hoop Game at the English Access Microscholarship Program in Ghonchi.



drum is similar to our doira.”

The local newspaper Noori Sarband made the same observation, adding that “the designs on their clothing were similar to the designs on ours.”

Everywhere they traveled, the performers brought joy, bridging cultural gaps and drawing in audiences.

When asked what the biggest impact of the program on the people of Tajikistan was, Buffalo Big Mountain said, “I think they found, like I did, that we’re not so different.”

The Bureau of International Information Programs funded the travels of Buffalo Big Mountain and his team via the U.S. Speaker and Specialist Program. Buffalo Big Mountain can be reached at [bmbigmountain@hotmail.com](mailto:bmbigmountain@hotmail.com). ■

*The author is the cultural affairs officer at the U.S. Embassy in Dushanbe.*



# Handshake *by* Handshake

Before joining the State Department, many members of the Foreign Service were in some capacity “citizen diplomats,” promoting dialogue and exchange with citizens from other nations. During their careers as professional diplomats, they often work closely with other nations’ citizen diplomats to foster mutual understanding with those nations.

And many Foreign Service employees retire from diplomatic life only to become citizen diplomats again.

The connections between government diplomacy and citizen diplomacy explain the Department’s recent partnering with the U.S. Center on Citizen Diplomacy on a November international meeting called the “U.S. Summit on Citizen Diplomacy.” The nearly 600 participants who came to Washington, D.C., for the summit—the first since President Dwight Eisenhower convened a similar meeting in 1956—celebrated the role of citizen diplomats and paved a future for citizen diplomacy in the next decade.

## Seeing Double

At the summit, the USCCD launched an initiative to double the number of American citizen diplomats by 2020, from an estimated 60 million today to 120 million.

The summit drew attendees from 39 U.S. states and 41 countries, including 14 participants from the Department’s International Visitor Leadership Program.

Several of the Department’s program partners—such as the National Council of International Visitors, Meridian International and the Institute for International Education—also participated, as did other U.S. agencies, such as the departments of Defense and Labor, the Peace Corps and the U.S. Agency for International Development.

Citizen diplomats represent a variety of sectors, including education, corporations, nonprofits and volunteer groups. They include artists, students, teachers, athletes, tourists, chief executive officers, health care workers and environmental activists, among others. They are concerned about such issues as women’s empowerment, climate change, food security, youth

outreach, cultural exchange, overcoming poverty and promoting the arts.

Some citizen diplomats say they simply enjoy world travel and the opportunity to influence other people’s perceptions of their home country while abroad. In short, citizen diplomats are people who sense a responsibility to transform the world one handshake at a time.

At the summit’s opening session, Under Secretary for Public Diplomacy and Public Affairs Judith McHale called on participants to leverage new tools to engage and communicate with people, especially young people. She said President Barack Obama and Secretary of State Hillary Rodham Clinton regularly meet with people from all walks of life and in all sectors of society.



PHOTOGRAPHS: ROD OWAN

Conference promotes citizen-level diplomacy /// *By Michelle Lee*



**Clockwise from left:** Judith Jamison, a 2010 National Award for Citizen Diplomacy honoree, prepares to speak at a panel discussion at the conference; Assistant Secretary for Economic, Energy, and Business Affairs Jose Fernandez raises a point during a conference luncheon; Under Secretary for Public Diplomacy and Public Affairs Judith McHale speaks at the plenary session; Program Officer Marion Lange of the Bureau of Educational and Cultural Affairs meets with International Visitors Leadership Program participants.

## New Platforms

In a presentation on “Public Diplomacy in the 21st Century,” Assistant Secretary for Educational and Cultural Affairs Ann Stock and Coordinator for International Information Programs Dawn McCall highlighted the new platforms for reaching new audiences. They cited the use of the Second Life Web site as a “virtual exchange” for architecture students in the United States and Egypt, and Center Stage, a pilot program that will bring international performing artists to the United States. Also noted were an election-monitoring project in Guinea that’s based on Short Messaging Service, and the U.S. Embassy in Jakarta’s use of Facebook to do outreach in advance of President Obama’s trip there in 2010.

The summit also focused on issues associated with USCCD task forces, such as those on citizen diplomacy in entrepreneurship and business, development assistance, youth service, kindergarten-through-grade-12 learning and higher education, and global health.

A key theme of the summit was that effective citizen diplomacy starts at home. Larry Schwartz, director of Policy, Planning, and Resources for Public Diplomacy and Public Affairs, said citizen diplomats can do much, at home and when they travel, to help support U.S. engagement with citizens worldwide, particularly in Muslim-majority countries.

At the summit’s closing session,

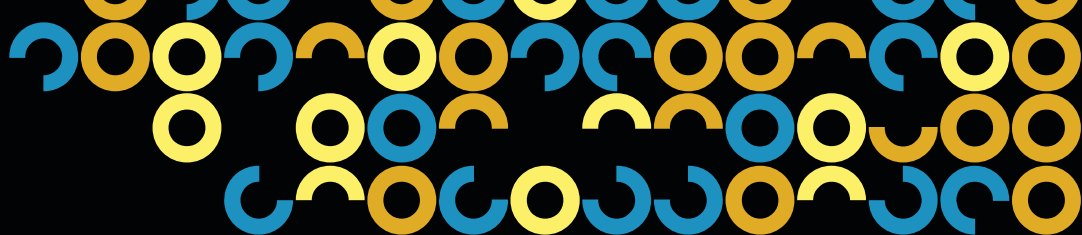
Secretary Clinton sent a videotaped message, saying: “Everywhere I travel in the world, people look to the United States not just to engage, but to lead. I have faith in our continued ability to lead the 21st century. And I look forward to working with you, and the millions of Americans committed to citizen diplomacy, to build a better future for our world.”

For more information about the summit’s activities and to read reports from it, visit the Web site of the U.S. Center on Citizen Diplomacy. ■

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*The author is a strategic communications officer in the Bureau of Public Diplomacy and Public Affairs.*





When most tourists visit Ecuador, their itineraries include the Galapagos Islands and the historic center of the capital, Quito. When U.S. Ambassador to Ecuador Heather Hodges is sight-seeing, she often travels off the beaten track with a guide to the birds of Ecuador.

So equipped, she has visited lush lowland rain forests, watched flamingos snap up shrimp on salt pans on the southwest coast and searched for a “mystery owl” at San Isidro Lodge in the highland subtropical cloud forest. In her nearly three years in Ecuador, she has visited 18 of the country’s 24 provinces and become adept at spotting birds from the back seat of the Chevrolet Suburban in which she travels or even from the window of a taxiing airplane.

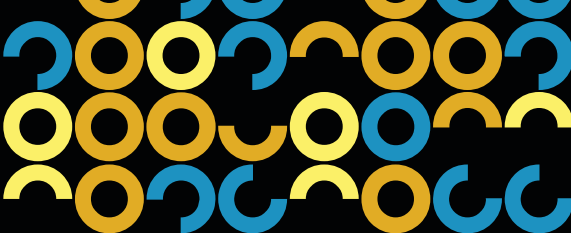


# Feathered Friends

Ambassador’s hobby strengthens environmental diplomacy

/// By Marta Youth





## Recent Enthusiast

Ambassador Hodges said she has enjoyed watching backyard birds since her childhood in Cleveland, Ohio, but birding became a passion only in recent years.

"I've been in the Foreign Service 30 years and lived in many bird-rich countries," she said. "I try not to think about all the birds I missed earlier in my career."

In 2008, she celebrated her confirmation as ambassador by visiting One Good Tern, an outdoor store in Alexandria, Va., where she bought her now prized pair of Swarovski binoculars, a step up for her practice of birding.

Ecuador, about the size of Colorado, is home to more than 1,600 of the world's 10,000 bird species (versus around 900 species in North America). Ambassador Hodges' marked-up, weather-beaten field guide reveals that she has seen about a third of the country's species since arriving in August 2008.

When she bought the guide, she said she was delighted to discover that the authors were the distinguished U.S. ornithologists Robert S. Ridgely and Paul J. Greenfield. Ridgely is president and a founder of the Jocotoco Foundation, which protects endangered bird species in Ecuador, and Greenfield resides in Ecuador and directs the Mindo Cloudforest Foundation, which he founded to support conservation of the habitat of Ecuadorian birds and foster ecotourism.

The ambassador's birding knowledge and her growing interest in biodiversity and wildlife conservation have made her welcome in Ecuador's active environment and conservation circles. In late 2010, she brought together federal and municipal government officials, nongovernmental organizations and private foundations to jointly work to secure land for a new national wildlife reserve that will help protect watersheds and rare bird species, including Ecuador's national bird, the Andean condor.

For the 2010 Independence Day celebration of the U.S. Embassy in Quito, Ambassador Hodges designated the Jocotoco Foundation and the Mindo Cloudforest Foundation as organizations where guests could send donations in lieu of the flowers traditionally offered on national days in Ecuador. Representatives of both foundations said they were pleased with the attention and recognition generated.

Her interest has also encouraged American companies to become more involved in environmental issues in the country.

## Posts' Birders

The ambassador is part of a small but enthusiastic group of birders at Embassy Quito. While they cannot venture out of Quito as often as they would like, the birders say they make the most of the city's bird life through Saturday visits to its Botanical Gardens, a green oasis for migratory birds. They also search for owls in the trees at the ambassador's residence at dusk.

"I've met far more expert Foreign Service birders over the years," Ambassador Hodges said. "Compared with many of them, I am just beginning, but I am so glad I caught on in time for my tour in Ecuador."



Ambassador Heather Hodges observes birds during her visit to Cajas National Park. **Below:** Among the embassy staff and family members who got the bird-watching bug are from left, Jody Chritton, Howard Youth, the author, Jon Selle, Deputy Chief of Mission Andrew Chritton, Ambassador Hodges and Wes Carrington.



Ambassador Hodges said she likes to engage Americans and Ecuadorians about the importance of conservation and the richness of Ecuador's natural patrimony.

"I especially like to talk about birding and the environment with students," she said. "It is important they gain an appreciation for how unique and abundant the wildlife here is, and that they recognize that their country is a special place."

Local media outlets have reported on the ambassador's birding forays, which may boost interest in ecotourism. On a recent trip, a television camera crew followed Hodges and Greenfield as they bird-watched and talked about conservation efforts in Mindo. Several journalists said they were impressed with Hodges' knowledge and appreciation for the country's flora and fauna, and were surprised to observe the variety of birds in the cloud forest less than two hours from Quito.

Ambassador Hodges summed it up best: "Not only have I enjoyed seeing an amazing array of gorgeous birds here, but through this hobby I have really come to appreciate this stunning country and have met some remarkable Americans and Ecuadorians who are committed to preserving the habitat and wildlife here." ■

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*The author is the information officer at the U.S. Embassy in Quito.*



# New Mandatory Distance Learning Course: Protecting Personally Identifiable Information

The recently released distance learning course Protecting Personally Identifiable Information (PA459) is now mandatory for all Department of State Foreign Service and Civil Service employees and select Locally Employed Staff who handle PII. FS and CS employees and select LE Staff must pass PA459 by December 31, 2011.

This course is designed to raise awareness of privacy requirements and minimize the potential for data loss. The training will help employees understand the importance of federal privacy mandates, including how to comply with laws and regulations by identifying PII and how to protect PII and mitigate risks associated with privacy and security incidents. Employees will also learn how to handle sensitive information and safeguard workplace data, whether physical, electronic or personal, and how to identify and where to report security breaches.

Enrollment is done electronically via the Distance Learning link of the Foreign Service Institute's OpenNet. Go to <http://fsi.state.gov/rd.asp?ID=719> on the Intranet and follow the instructions. Employees will have 90 days from receipt of a course logon to complete this two-hour course and exam. Typically, FSI LearnCenter logons are e-mailed on the next workday if the request is received by 7:30 p.m. Eastern Standard Time. To complete the course, students must pass a final exam with a score of 80 percent or better.

Employees of other U.S. government agencies and contractors may apply for the course using a hard-copy Form SF-182. Agencies must include appropriate fiscal and

billing information on the training request form. Tuition for contractors or other agency employees is \$75 per employee.

Individuals for whom the course is not mandatory may review key information in a slide show at <http://fsi.state.gov/default.asp?contentID=2540>.

For further details, contact FSI/SPAS/MTT at [FSIMGTTT@state.gov](mailto:FSIMGTTT@state.gov). ■





**Arline Beahler Abbott**, 85, wife of former ambassador to Lesotho Shirley L. Abbott and sister of Dr. John Beahler of the Office of Medical Services, died Aug. 8 of cancer in Coronado, Calif. She was known for her compassion and engaged in a wide variety of volunteer work in several western states. Her most passionate hobbies were her dogs, gardening and cooking. She took seeds to Lesotho and introduced Texas chilies to the royal garden of Queen Mamohato.



**William Laurence Krieg**, 97, a retired Foreign Service officer, died Nov. 20 in his home in Sarasota, Fla. He served in Stuttgart, Milan, Lisbon, Lagos and Caracas, and was deputy chief of mission in Guatemala City and Santiago. After retirement, he taught at Georgetown University and the Foreign Service Institute. He produced historical studies of boundary disputes in Latin America for the Department and an analysis of the 1983 U.S.-led invasion of Grenada.



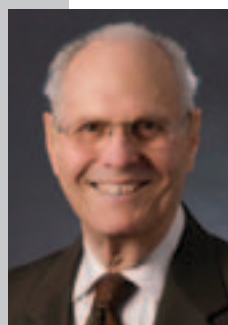
**Norman Edwin Barth**, 83, a retired Foreign Service officer, died Nov. 15 of natural causes in Sioux Falls, S.D. He served in the Army during World War II and joined the Department in 1957. His postings included Reykjavik; Frankfurt; Brussels; Port Elizabeth, South Africa; Maseru, Lesotho; Bonn; and Pretoria. After retiring in 1982, he became executive director of Lutheran World Relief. He was a passionate bridge player and golfer and was active in his church.



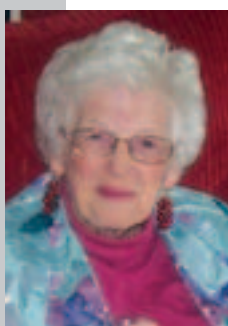
**Cecelia Genevieve Jones Livingstone**, 89, a retired Department communications specialist, died Dec. 16 of breast cancer in Lakeville, Minn. She worked for the Department from 1941 to 1969. She enjoyed music, traveling and horse racing. She lived in the Washington, D.C., area until 2000, when she moved to Minnesota to be near family.



**Anne Boggs**, 58, cashier at the U.S. Embassy in Canberra, Australia, died Nov. 9 of cancer in Canberra after a four-year illness. She had more than 30 years of service vouchers and cashiering with the embassy. She loved dining, dancing, movies and having intellectual conversations. She will be remembered for her dedication to the U.S. Mission and her unique style.



**Stephen Low**, 82, a retired Foreign Service officer, died Nov. 5 of congestive heart failure at his home in Bethesda, Md. He served in the Army and joined the Department in 1956. He was director of the Foreign Service Institute and ambassador to Zambia and Nigeria. He was also posted to Uganda, Senegal and Brazil. After retirement, he was director of the Johns Hopkins School of Advanced International Studies in Bologna, Italy. He was a leading promoter and fundraiser for a Museum of American Diplomacy in the Department. He was an amateur ornithologist, enjoyed cabinetmaking and played the cello.



**Mary Kathleen "Kay" Hartwick**, 86, wife of retired Foreign Service officer Tobias Hartwick and mother of retired Foreign Service officer Douglas A. Hartwick, died Sept. 11 in Wellington, New Zealand, from pulmonary illness. She and her husband served in Guatemala City, Barcelona, Bilbao, Cotonou and Wellington. She was active in the Rose Society and loved to play her accordion and read.





**R. Richard Rubottom Jr.**, 98, a retired Foreign Service officer, died Dec. 6 in Austin, Texas. He was in the Navy during World War II and then joined the Department, where he served until 1964, often in Latin America and Spain. He was ambassador to Argentina and assistant secretary for Inter-American Affairs. After retirement, he was a vice president of Southern Methodist University, president of University of the Americas and director of the Dallas Office of International Affairs. He was active in Boy Scouts and his church.



**David Styles**, a Civil Service employee with the Foreign Service Institute's Leadership and Management School, died Oct. 27 of brain cancer. He was a Peace Corps volunteer in Micronesia, then worked in Swaziland and Botswana before returning to the Peace Corps as country director in Micronesia and St. Lucia. He joined the Department in 1999.



**Donald R. Schoeb**, 76, a retired Foreign Service officer, died Sept. 22 of bone cancer in Chestertown, Md. He served in the Navy and joined the Department in 1962. His postings included India, Portugal, Spain, Costa Rica, Peru, Italy, Panama, Columbia and the Philippines. He served briefly as chargé d'affaires in the latter three countries. He enjoyed baking bread and political debate and was known for his sense of humor and playfulness.

## In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at [palmerwr2@state.gov](mailto:palmerwr2@state.gov) or (202) 203-7114.

## Stay Connected With Us

### Facebook... Isn't that a site for teenagers?

Facebook has come a long way. Started in a college dorm room in 2004, Facebook is now the most used social networking site in the world with more than 500 million active users (about 1 person in 14 in the world).

### How do I become "friends" with State Magazine?

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# Retirements

## Foreign Service

Alain, Nancy	Jorgensen, Sophie G.
Anderson, Betsy Lynn	Kelly, Stephen Ryan
Anderson, Gerald C.	Knowlin, Thomas E.
Anderson, Roger William	Kraft, Theresa M.
Arness, Rekha V.	Kulakowski, Edward J.
Barry, Catherine	Laing, Robert
Brown, Gayleatha B.	Mallinger, Stephen Mark
Bsaies, Omar A.	McKay, Lanelle L.
Busa Jr., Santiago	Moore, Judy Christine
Carter, Judy L.	Nigro Jr., Louis John
Carter, Leigh G.	O'Neill, Geoffrey C.J.
Cates, Barbara F.	Parmly, Michael Eleazar
Chern, Kenneth Stephen	Pinon Jr., Guadalupe
Conaty, Barbara	Price, Linda Kay
Cummings, Barbara Cecelia	Reed, Wayne A.
Dreesen Jr., Robert W.	Riley, Kathleen A.
Dunn, David B.	Salisbury, Wayne Steven
Eck, Jimmy D.	Thornton, Barbara
Evans, Ann M.	Tous, Debra P.
Fagan, Shannon Lee	Tous, Francisco M.
Fuller, Gerry William	Truchot, Gary F.
Geoghegan, James Hugh	Vigmostad, Karen E.
Harrison, Marjorie R.	Vonnegut, Helene A.
Hernandez Jr., Felix	Withers II, John L.
James, William A.	

## Civil Service

Ashton, Agnes L.	Ortiz, Efrain
Bell, Susan Jane	Ortiz, Idalia
Bell, Virginia Ann	Padgett, Gary W.
Budig, Nyda	Piech, Sandra J.
Faxio, Linda M.	Proctor, Mary E.
Holloman, Susan	Ricketts, Gail E.
Hurley, Patricia	Rusch, Theresa L.
Johnson, Samuel W.	Schaefer, Patricia K.
Jordan, Paulette M.	Silvia, Judy
Knight, Jacqueline	Tucker, Wanda Ann
Liff, Valerie	White, Rodger L.
Luke, Jean	Wilhelm, Julie M.
Mullane, Alma	Wilson, Delores A.
Nelson, Debra Jean	

Coming in Our  
Next Issue:



2010 Foreign Service  
Promotion Statistics

Selection Boards  
Make Hard Decisions

Crisis Support Teams  
Measure Response Time  
in Minutes

...and much more!





## “Let’s do something.”

This year’s FSNs of the Year tell stories that are often compelling and always inspiring:

- In Syria, Mona El-Azem found shelter for a mother and five children—homeless, destitute and without citizenship papers—and eventually helped the family reach the United States.
- In France, Nathalie Trouve combined common sense with compassion to help traumatized American citizens overcome a wide range of problems that were complicated by being in a foreign culture.
- In Thailand, Pajaree Sritham used her considerable negotiating skills to improve the lives of a plethora of refugees—Vietnamese, Cambodian, Lao, Hmong and Burmese.

• In Pakistan, Agha Tanveer Hussain tirelessly and relentlessly worked to improve bilateral relations between the host country and the U.S. while using his contacts with area police districts to help keep consulate grounds and personnel safe.

• In Haiti, Department-wide FSN of the Year Dominique Gerdes took a leading role in the embassy’s response to the devastating January 2010 earthquake. Her “let’s do something” attitude motivated the entire embassy staff.

As a descriptive acronym, REST doesn’t quite work. The Regional Embassy Support Team program, established in the wake of the 1998 bombings of U.S. embassies in Nairobi and Dar es Salaam, provides immediate, temporary administrative support to a post involved in a bombing, natural disaster or other emergency. The program maintains rosters of qualified overseas personnel—Foreign Service personnel and Foreign Service Nationals—who have experience in general services, personnel, budget and fiscal matters, and information technology.

Once a post officially requests the assistance and the REST is deployed, team members do whatever

it takes to restore or maintain normal administration functions. The program is managed by the Bureau of Administration’s Office of Emergency Management in partnership with the Bureau of International Organizations and executive offices of the geographic bureaus.

Ever wonder why your office has 10 employees instead of 12? Or asked why you are the only specialist in your field in your office when office X has three? While some may think those numbers are arbitrarily pulled out of the air, there is more method than madness to accurately predicting and filling the Department’s personnel resource needs. Just ask the professionals in HR’s Office of Resource Management and Organization Analysis.

This key office relies more on science than magic to fix those numbers. It uses mathematics, computer models, workforce analytics, surveys and accepted business practices to establish bureau employment levels and staffing requirements. Its mission also includes analyzing HR management policies, determining position grade levels and establishing Department-wide pay policies.

Last but not least, a final salute to our colleagues en route to their final posting: *Arline Beahler Abbott; Norman Edwin Barth; Anne Boggs; Mary Kathleen “Kay” Hartwick; William Laurence Krieg; Cecelia Genevieve Jones Livingstone; Stephen Low; R. Richard Rubottom Jr.; Donald R. Schoeb; and David Styles.* ■

### Correction

We incorrectly identified the photo on page 6 of our January issue. The correct caption should be: Assistant Secretary for Western Hemisphere Affairs Dr. Arturo A. Valenzuela, right, speaks with student moderators of the Digital Town Hall at The George Washington University.

*Rob Wiley*  
Rob Wiley  
Editor-in-Chief



# THE PLAYLIST: MOST POPULAR SONGS AT STATE

BRIANNA BACKWATER AND THE FORGOTTEN  
POST SING "HEY HEY, STILL OUT HERE!"

♪ WE AINT PARIS, LONDON, NOT KABUL,  
BUT HEY COME FOR A VISIT, MAYBE  
JUST REFUEL!



THE KUBICLE KINGS CROON "WISHING FOR  
A WINDOW"

♪ WOOOOO A WINDOW... ♪



NOTORIOUS D.C.M. RAPS "GONNA  
MENTOR YA UP"

YO, FINE FRESH AND FIERCE FIRST  
AND SECOND  
TOUR OFFICERS'  
REPRESENT!



MORT MANMORE, THE MINISTER-COUNSELOR OF  
LOVE, CROONS "BRIEFING MEMO FROM THE HEART"

BE MY BILATERAL BABY-  
FORGET OTHER GUYS AND  
LET'S NORMALIZE!



MYRON BLISTER AND THE SYCOPHANTS  
SING "ODE TO AMBASSADOR BLUESTONE"

♪ SUCH WISDOM, SUCH SUBSTANCE,  
SUCH INTELLECTUAL CLOUT-  
AND WE HAVE TO ASK YOU,  
SIR-HAVE YOU BEEN  
WORKING OUT?







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